



Report

# Pay Equity



# Diversity and inclusion at Itaú Unibanco

For Itaú Unibanco, diversity and inclusion are core values of its corporate culture. As a result, the Bank has been working for quite some time to have an increasingly diverse team that reflects the actual Brazilian society by offering opportunities and fair treatment for all its employees.

Against this backdrop, **pay equity is one of the assumptions in which Itaú has invested time and efforts, especially in recent years.** The Bank conducts ongoing studies that allow us to make adjustments whenever necessary, to ensure gender and racial pay equity in all its departments and at hierarchical levels by using the criteria set forth by Brazilian law that requires comparing staff who perform the same jobs and have the same level of seniority, length of time in a company, and workplace.

In this document, you will learn the current average salary ratio between Bank employee groups calculated using the approach set forth in current law, and also the government's reporting guidance. The main differences between this approach and these guidelines are explained in the box 'Our methodology'.

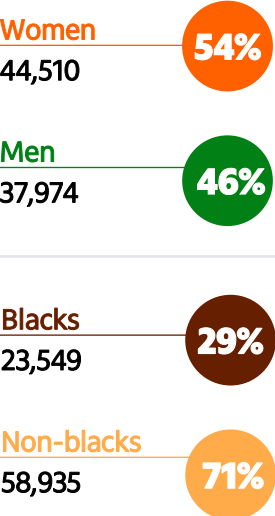


# Diversity is one of the pillars of our culture and, in recent years, we further expanded our actions in favor of equity

### Current data

Of the 82,484 employees who were working in Brazil at the end of February 2024, 34,983 (42%) are part of a minority group (women and black people) and are comparable to any given majority group.

### Itaú Unibanco's population



### Our methodology

Itaú Unibanco's approach to monitor and report any wage gaps between its employees in terms of gender and race is fully based on Article 461 of the Brazilian Labor Code (CLT) and the Equal Pay and Compensation Criteria Law (Law 14611/2023), sanctioned by the government last year.

Under this approach, we are able to appropriately compare, fully in line with the current law, the average salaries of employees with in similar roles, taking into account each person's individual skills, according to CLT criteria, which provides for the need to compare people who work in the same establishment and have similar seniority in a given position and in the company. This approach allows us to analyze all the conglomerate companies, regardless of the number of employees per each Employer Identification Number (EIN, or CNPJ in Brazil), and does not take into account in the calculations contingent or very personal amounts, such as overtime and night shift allowance, also in line with the law.

On the other hand, the report made available by the government, unlike the one prepared by Itaú, only considers companies (EINS) with more than 100 employees and does not follow all the legal criteria, as it is based on the EIN and the CBO (Brazilian Job Classification), without considering important variables such as length of time in a given position and in the company, in addition to comparing different jobs and careers. It also takes into account amounts such as overtime and night shift allowances, which makes this comparison less accurate and inconsistent with the provision of the current law.

The Brazilian government has established indicators to monitor Wage Equity and, on the next page, we show this information using Itaú Unibanco's **criteria and approach.**



### Why are these results different?

As explained on the previous page, in the section 'Our methodology', the figures in our report, shown in the tables on the next page, are different from the data in the government report – available on the following pages – because the government data only consider simple averages in groupings based on the CBO (Brazilian Job Classification) by comparing very different positions and levels of seniority.

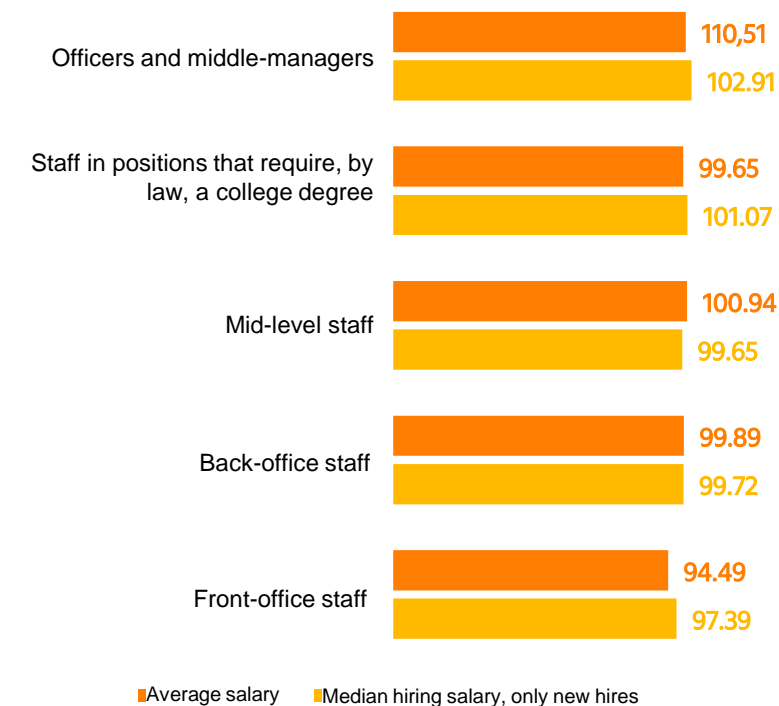
It should be clarified that Administrative Rule 397/2002\* of the Ministry of Labor and Employment (MTE) defines, for the standardization purposes, that the CBO has an administrative nature and **does not extend to employment relations.**

The basis of government reporting is the information filed in 2023; therefore, this information is outdated. In addition, the large occupation groups used in the government tables do not reflect the organizational reality of companies of Itaú's size, which have a significantly greater diversity of jobs and roles than the approach based solely on the CBO is able to take into consideration for the assessment.

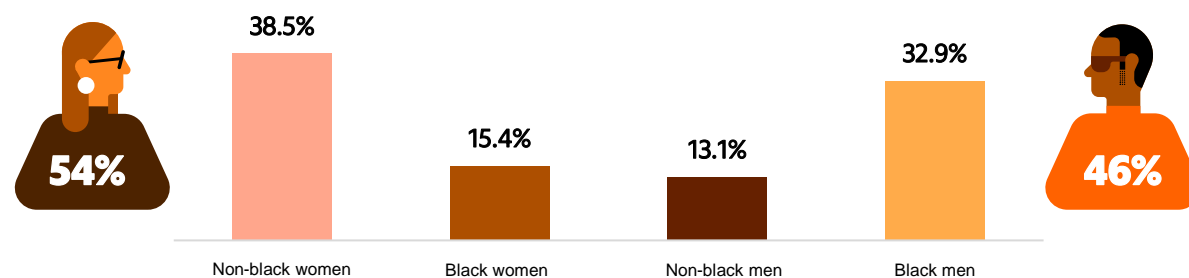
\* Administrative Rule 392/2002, 4 The standardization effects intended by the Brazilian Job Classification (CBO) have an administrative nature and do not extend to employment relations, and there are no obligations arising from the change in the nomenclature of a position held by an employee

Indicator	Definition	W-to-M
Median contract salary <sup>1</sup>	Average ratios between the salary of each woman and the <u>median salary</u> of men weighted by the number of men in the comparable groups	101.75
Average contract salary <sup>2</sup>	Average ratios between the salary of each woman and the <u>average salary</u> of men weighted by the number of men in the comparable groups	99.71

## Ratio (%) of women's wages compared to men's wages by major occupation groups (Jul 2024) and Hired (Aug 2023-Jul 2024)



## Breakdown of our headcount



<sup>1</sup>Contract Salary is the current compensation set forth in an employment contract. Hiring salary = Compensation set forth in an employment contract paid in the first work month.

<sup>2</sup>We use contractual salary and not the salary actually paid because the latter includes conditional and personal amounts (such as overtime and night-time pay)

From this page onward, we show the **information generated and provided by the Brazilian government.**

The information in the reports issued by the Government contains disconnected information since it mentions that the source used was RAIS 2023, but the captions of the contractual salary indicators cite the 2022 average compensation.

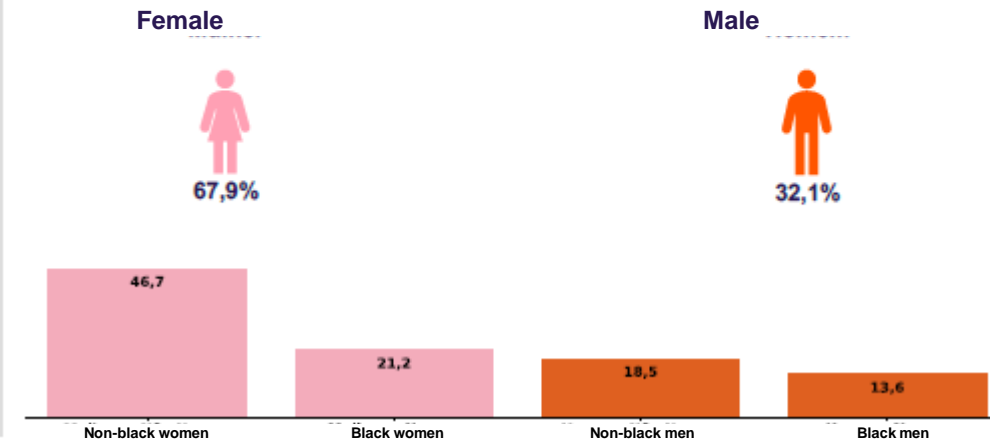
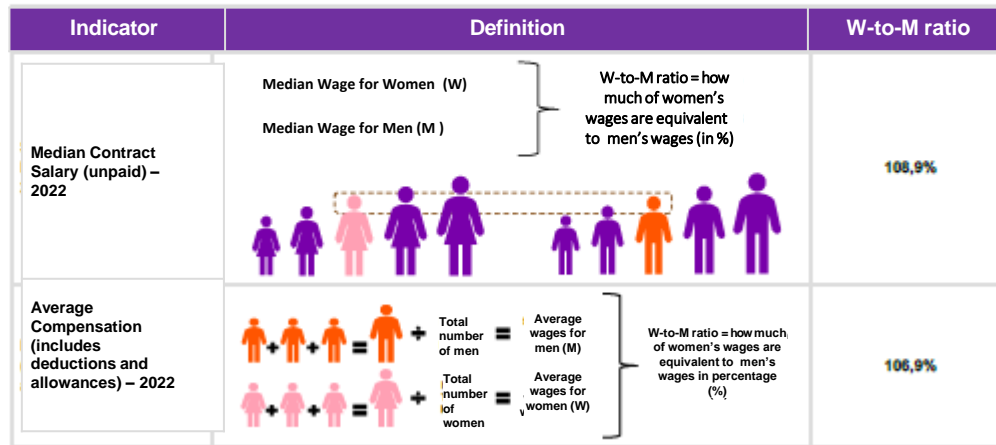
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

EIN: 60.701.190/4873-05 / Headcount: 306

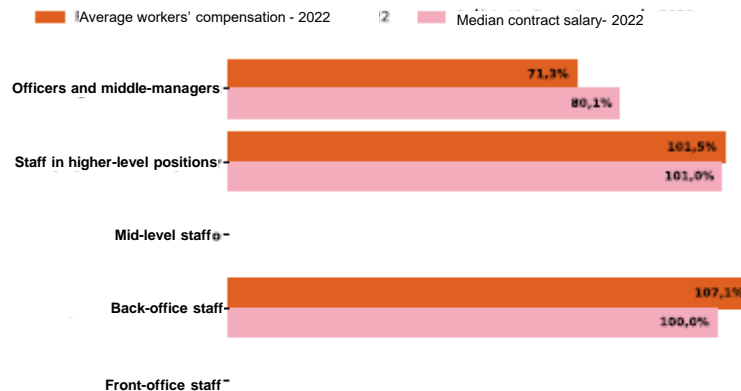
Wage gap between women and men: Women’s median salary is equivalent to 108.9% of the pay received by men. The average salary was equivalent to 106.9%

Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	Fl
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	Fl
Proactivity, idea development, and suggestions	Fl
Actions to increase diversity	
2 <sup>nd</sup> half 2014	
Actions to support sharing family obligations for both sexes	Fl Fl Fl
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	Fl Fl
Policies to promote women to c-suite and middle-management positions	Fl

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

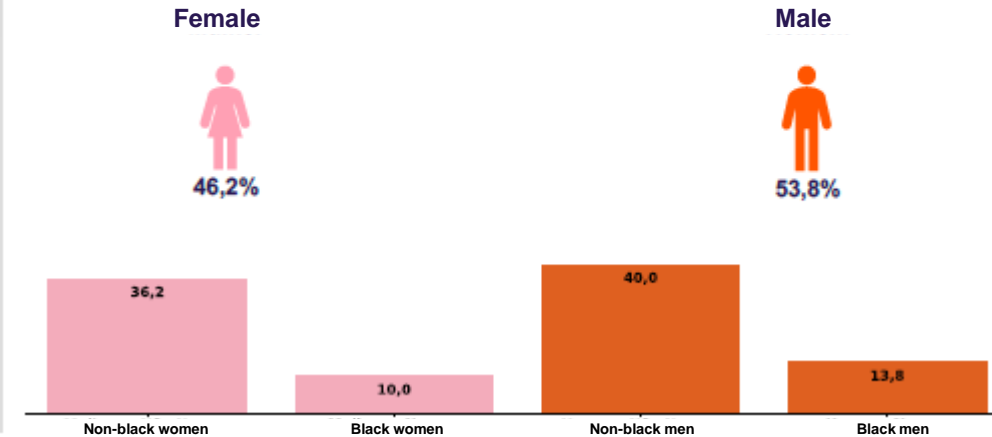
IN: 60.701.190/5002-55 / Headcount: 941

Wage gap between women and men: Women’s median salary is equivalent to 105.6% of the pay received by men. The average salary was equivalent to 102.1%

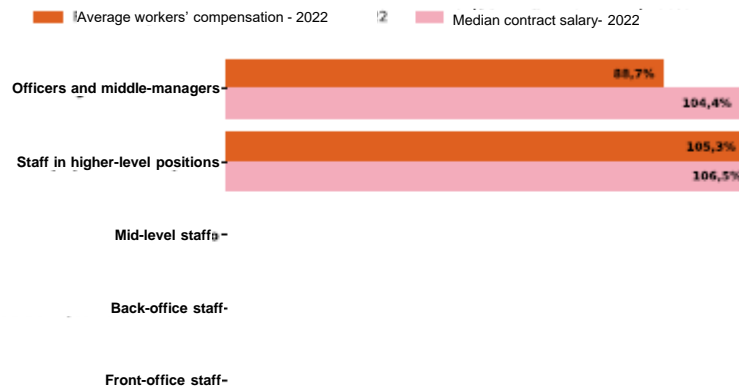
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M)	W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)  <b>105,6%</b>
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W)	W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)  <b>102,1%</b>



By major occupation group, the gap (%) in women’s pay and compared to men’s pay, appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.



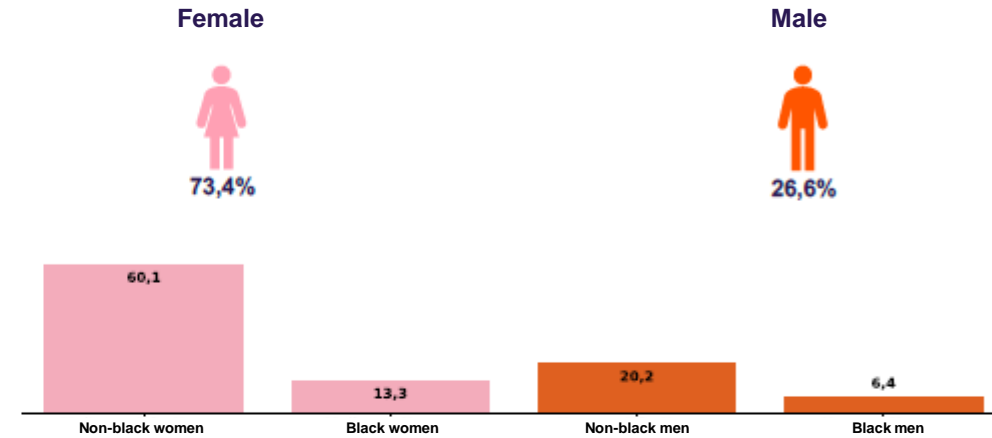
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4939-68 / Headcount: 557

Wage gap between women and men: Women’s median salary is equivalent to 100.2% of the pay received by men. The average salary was equivalent to 105.9%

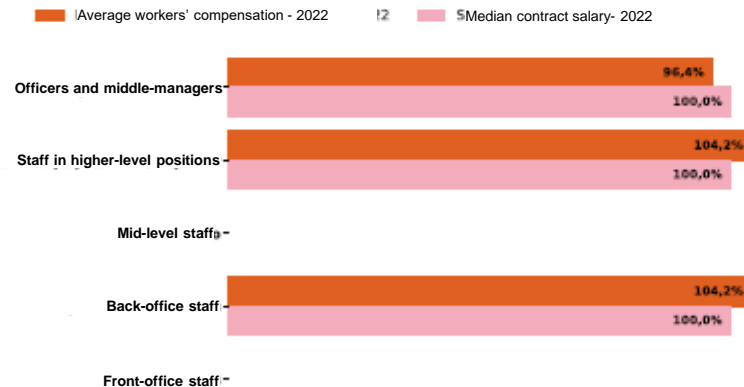
Elements that may explain the differences found:

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %) 	100,2%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%) 	105,9%

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

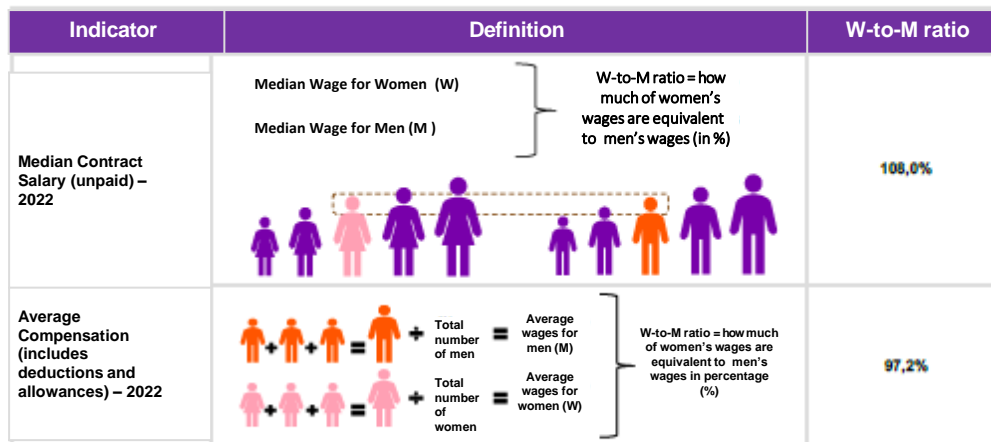
Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	Fló
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	Fló
Proactivity, idea development, and suggestions	Fló
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	Fló Fló Fló
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	Fló Fló
Policies to promote women to c-suite and middle-management positions	Fló

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

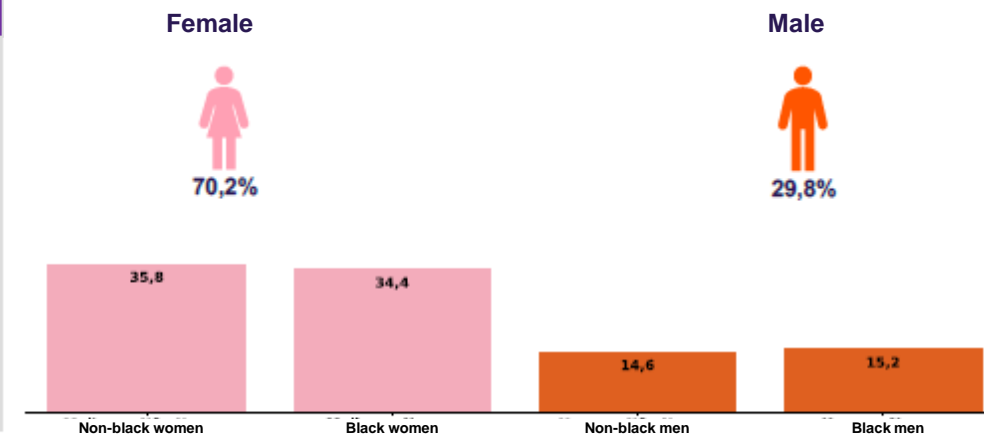
EIN: 43.644.285/0008-83 / Headcount: 153

Wage gap between women and men: Women’s median salary is equivalent to 108.0% of the pay received by men. The average salary was equivalent to 97.2%

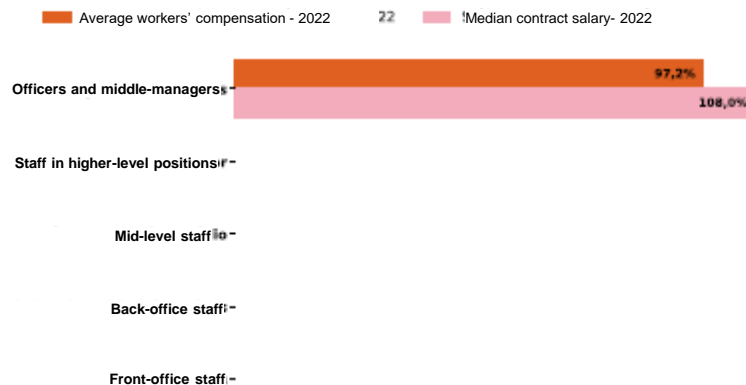


Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	Fl
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	Fl
Proactivity, idea development, and suggestions	Fl
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	Fl Fl Fl
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	Fl Fl
Policies to promote women to c-suite and middle-management positions	Fl

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

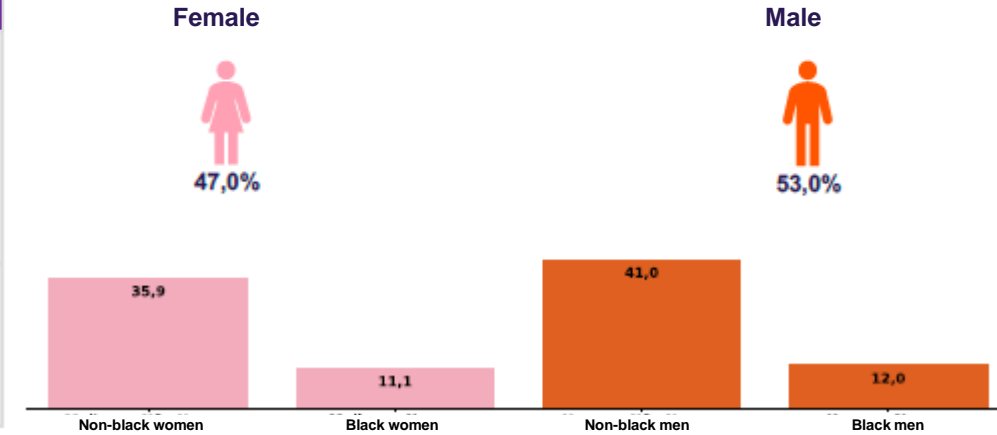
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4961-26 / Headcount: 118

Wage gap between women and men: Women's median salary is equivalent to 100.8% of the pay received by men. The average salary was equivalent to 93.5%

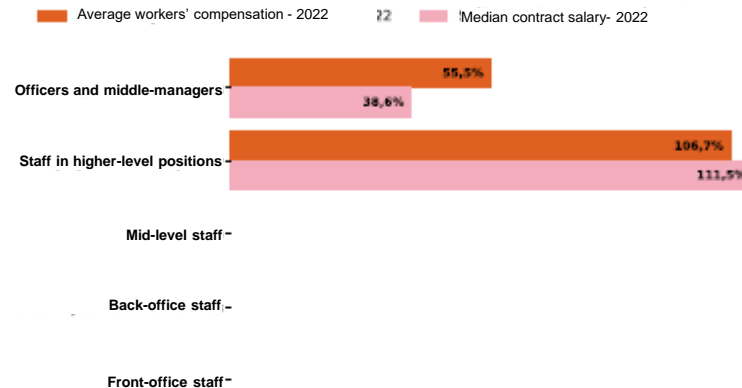
Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women's wages are equivalent to men's wages (in %) 	100,8%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%) 	93,5%

Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

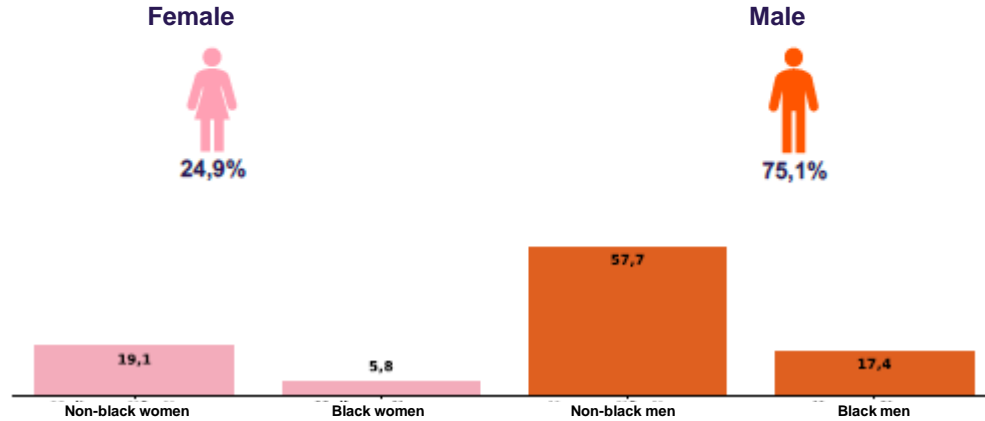
EIN: 61.194.353/0001-64 / Headcount: 348

Wage gap between women and men: Women’s median salary is equivalent to 100.3% of the pay received by men. The average salary was equivalent to 89.6%

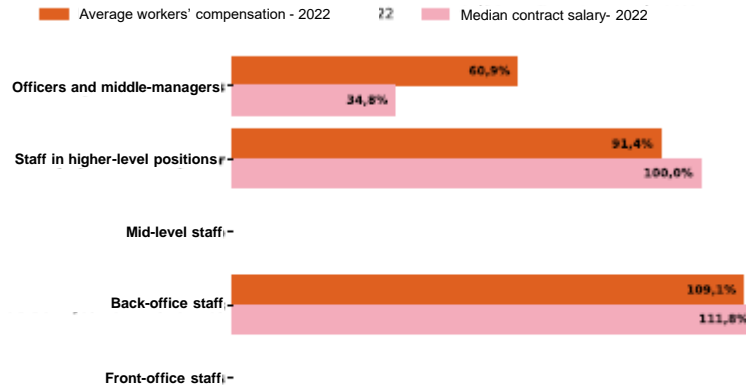
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)</p>	100,3%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)</p>	89,6%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	📊
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	📊
Proactivity, idea development, and suggestions	📊
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	📊 📊 📊
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	📊 📊
Policies to promote women to c-suite and middle-management positions	📊

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

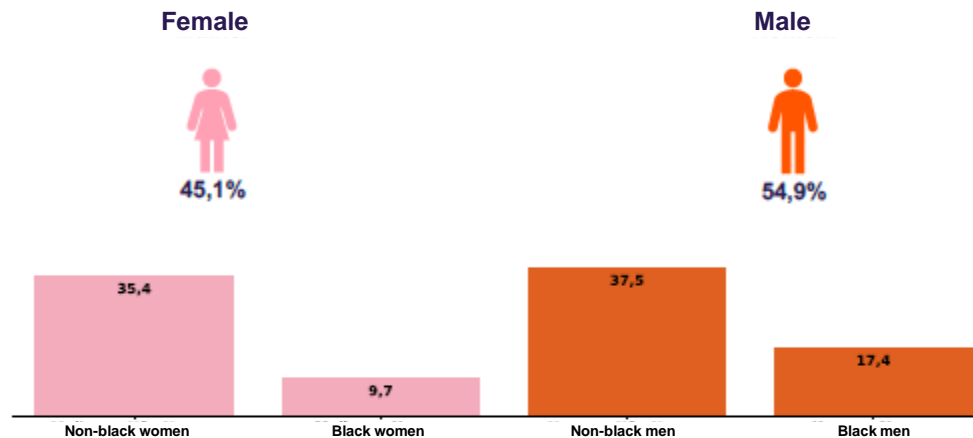
EIN: 60.701.190/4483-18 / Headcount: 291

Wage gap between women and men: Women’s median salary is equivalent to 87.0% of the pay received by men. The average salary was equivalent to 98.9%

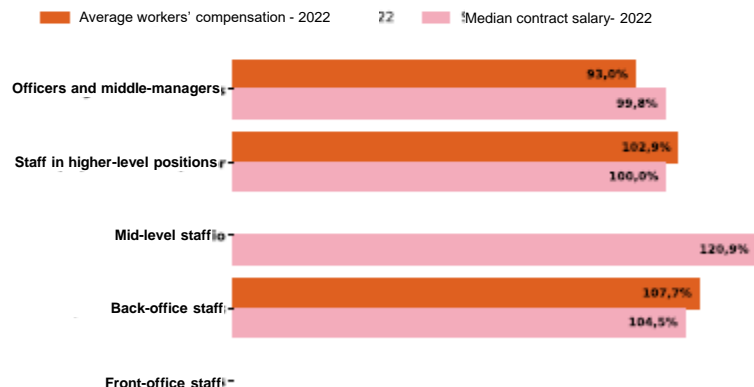
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)	87,0%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)	98,9%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	2 icons
Policies to promote women to c-suite and middle-management positions	1 icon

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

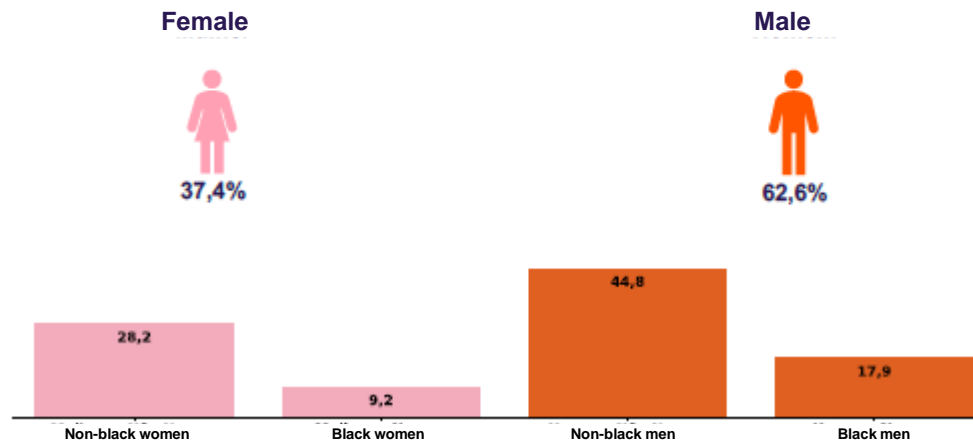
EIN: 01.425.787/0001-04 / Headcount: 1048

Wage gap between women and men: Women’s median salary is equivalent to 86.2% of the pay received by men. The average salary was equivalent to 80.1%

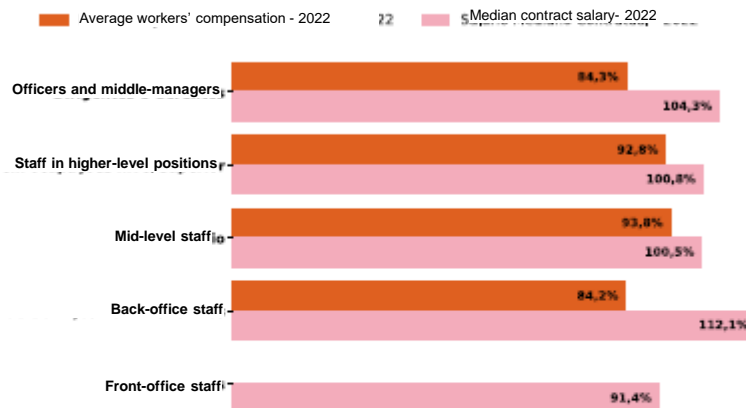
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)</p>	86,2%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)</p>	80,1%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

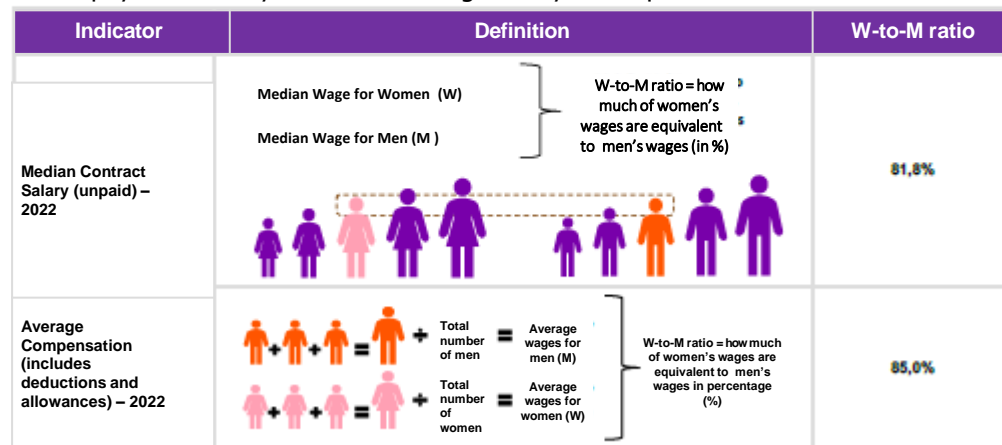
(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

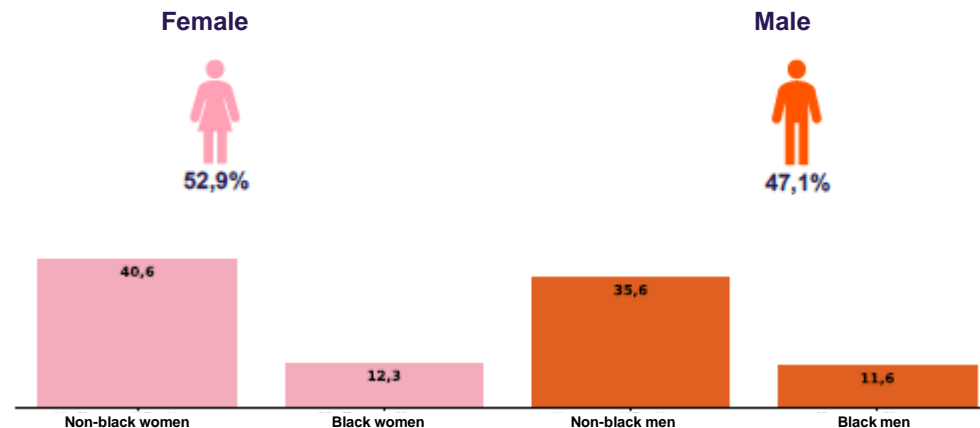
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/0001-04 / Headcount: 22288

Wage gap between women and men: Women's median salary is equivalent to 81.8% of the pay received by men. The average salary was equivalent to 85.0%

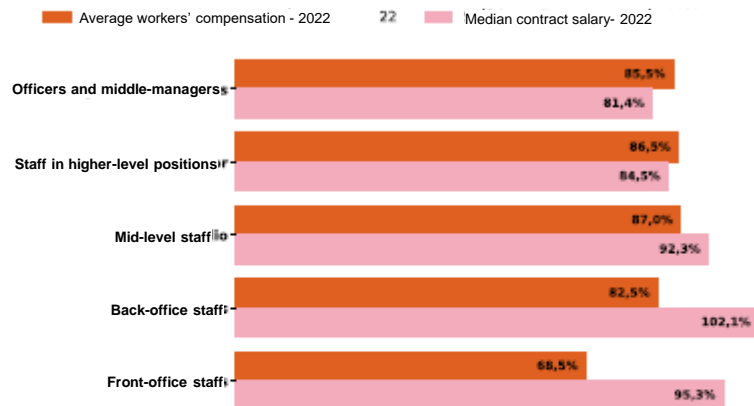
Elements that may explain the differences found:



(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2nd half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2nd half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	3 icons
Policies to promote women to c-suite and middle-management positions	1 icon

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

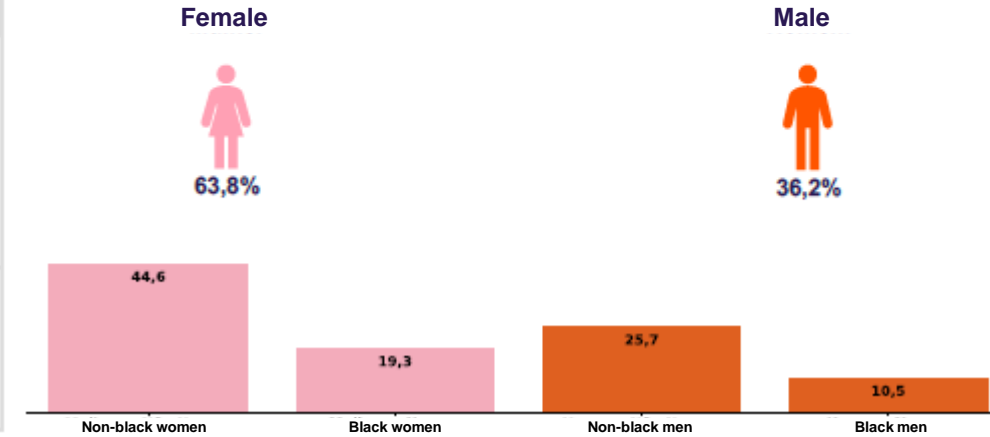
EIN: 43.644.285/0001-06 / Headcount: 1280

Wage gap between women and men: Women's median salary is equivalent to 94.0% of the pay received by men. The average salary was equivalent to 96.1%

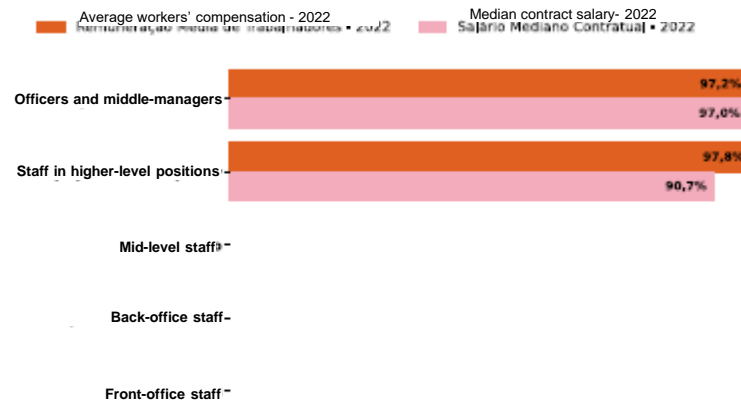
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women's wages are equivalent to men's wages (in %)</p>	94,0%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%)</p>	96,1%



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	👤
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	👤
Proactivity, idea development, and suggestions	👤
Actions to increase diversity	
2 <sup>nd</sup> half 2014	
Actions to support sharing family obligations for both sexes	👤 👤 👤
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	👤 👤
Policies to promote women to c-suite and middle-management positions	👤



# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

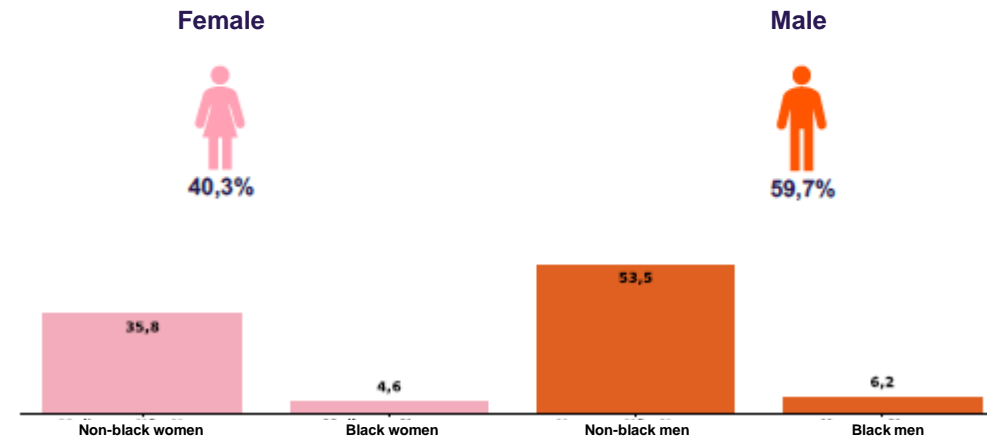
IEIN: 60.701.190/4849-77 / Headcount: 997

Wage gap between women and men: Women's median salary is equivalent to 80.0% of the pay received by men. The average salary was equivalent to 84.7%

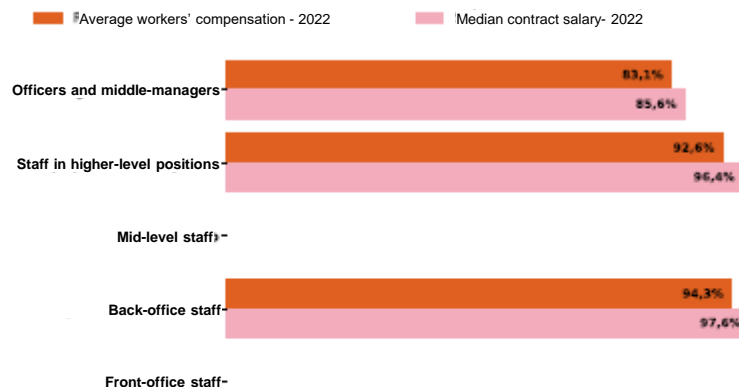
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women's wages are equivalent to men's wages (in %)</p>	80,0%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%)</p>	84,7%



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	2 icons
Policies to promote women to c-suite and middle-management positions	1 icon

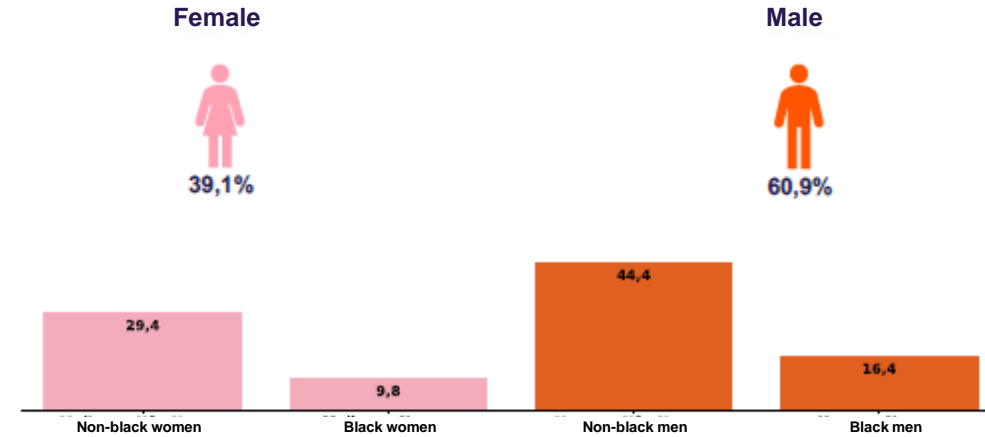
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4959-83 / Headcount: 1980

Wage gap between women and men: Women’s median salary is equivalent to 88.8% of the pay received by men. The average salary was equivalent to 89.7%

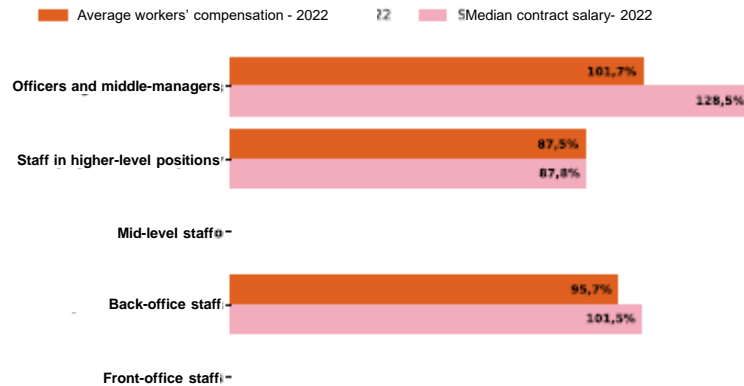
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W)	88,8%
	Median Wage for Men (M)	
Average Compensation (includes deductions and allowances) – 2022		89,7%
	<p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)</p>	



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

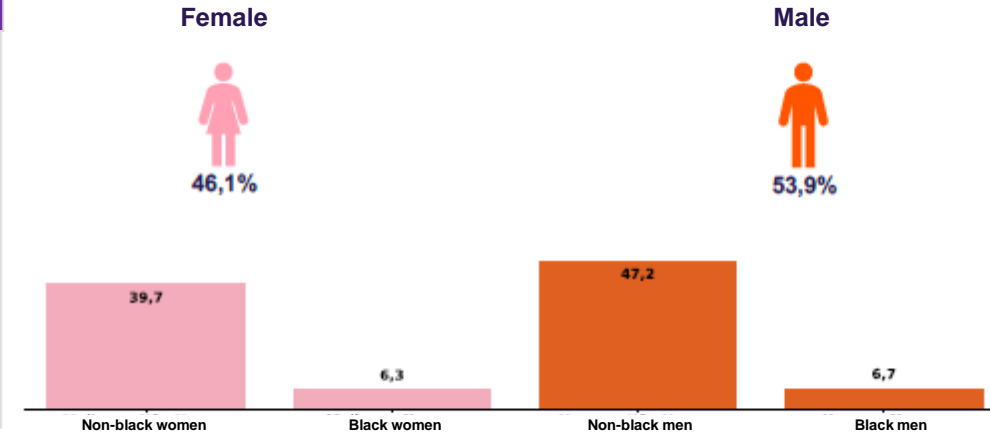
EIN: 60.701.190/4816-09 / Headcount: 1621

Wage gap between women and men: Women’s median salary is equivalent to 81.5% of the pay received by men. The average salary was equivalent to 76.8%

Elements that may explain the differences found:

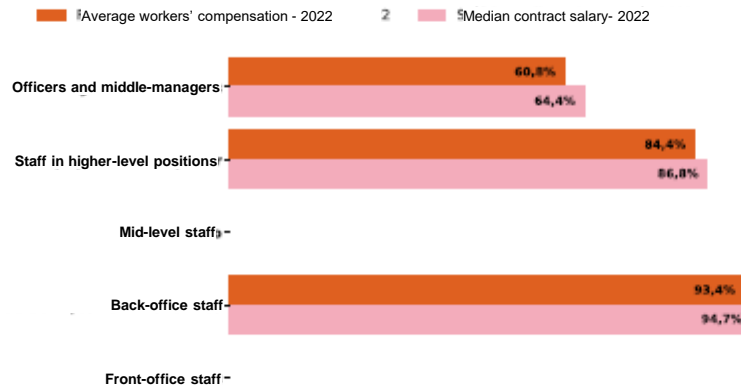
(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)</p>	81,5%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)</p>	76,8%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:

(b) Compensation criteria and actions to ensure diversity



Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	3 icons
Policies to promote women to c-suite and middle-management positions	1 icon

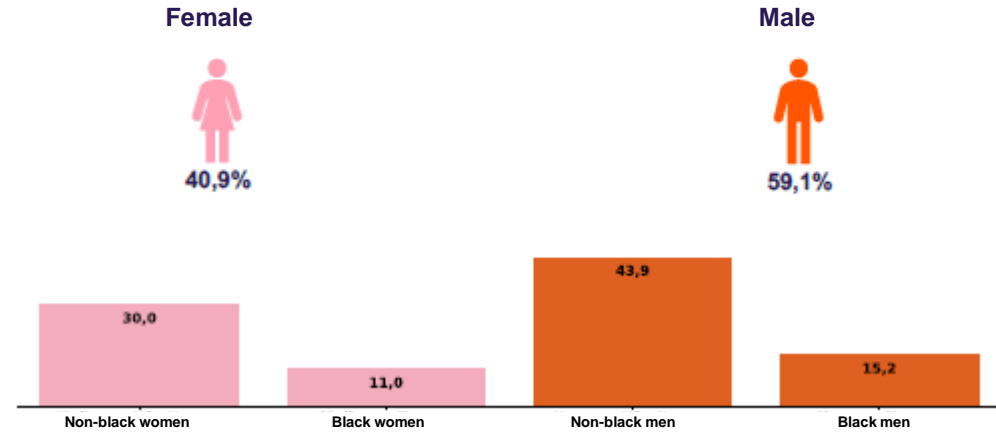
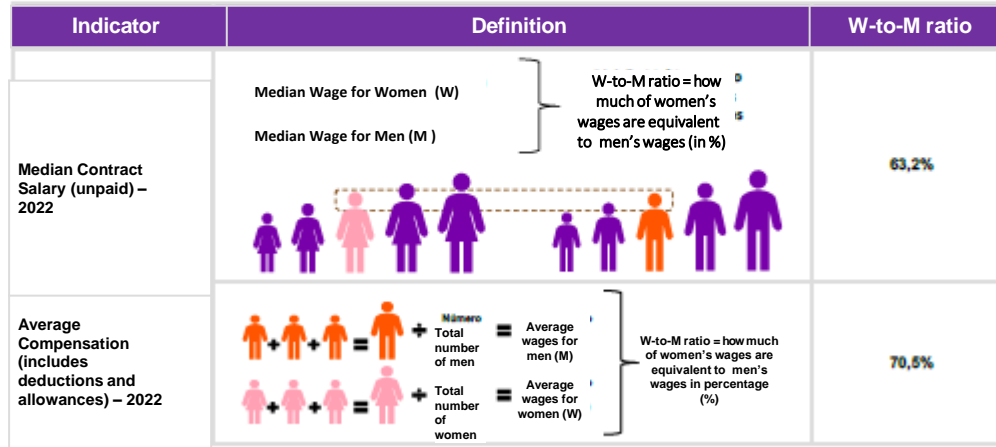
If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4450-50 / Headcount: 12531

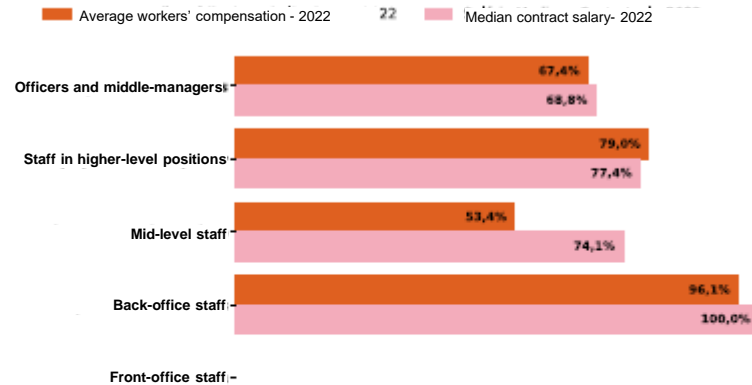
Wage gap between women and men: Women's median salary is equivalent to 63.2% of the pay received by men. The average salary was equivalent to 70.5%

Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	👤
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	👤
Proactivity, idea development, and suggestions	👤
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	👤👤👤
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	👤👤
Policies to promote women to c-suite and middle-management positions	👤

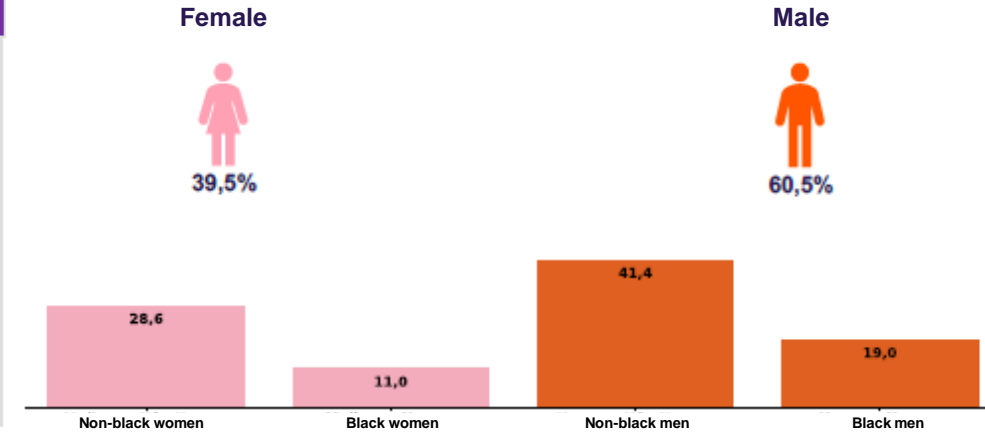
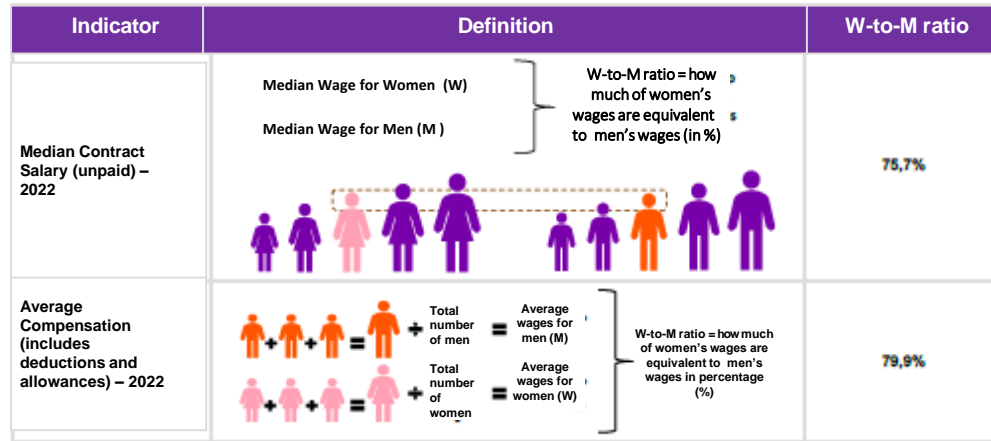
If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 42.786.803/0001-63 / Headcount: 211

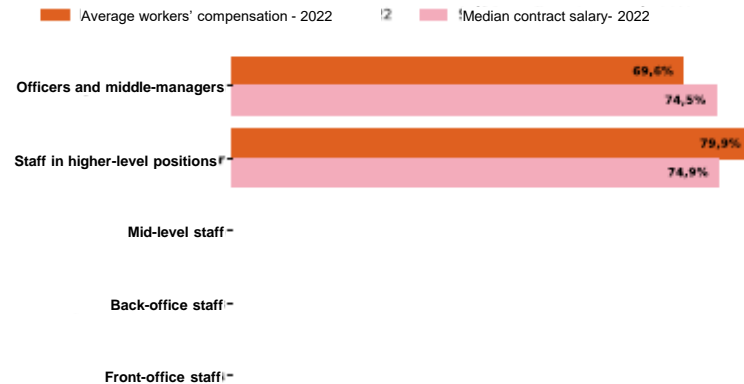
Wage gap between women and men: Women’s median salary is equivalent to 75.7% of the pay received by men. The average salary was equivalent to 79.9%

Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	2 icons
Policies to promote women to c-suite and middle-management positions	1 icon

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

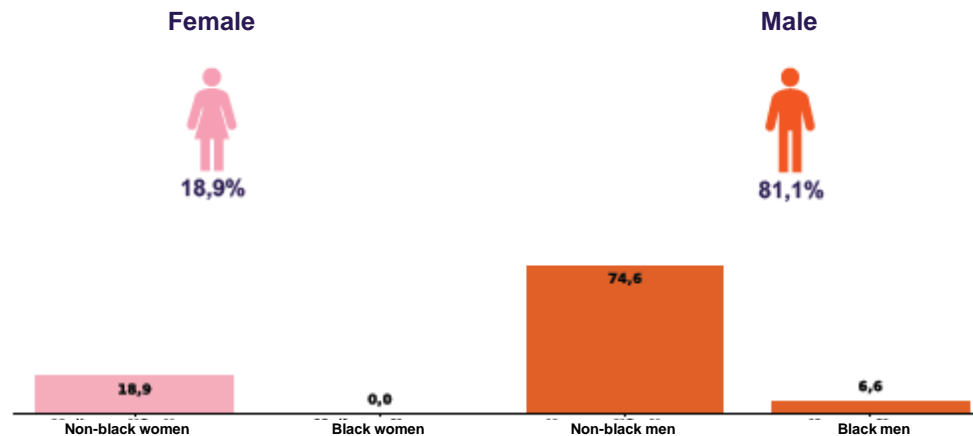
EIN: 08.604.187/0001-44 / Headcount: 125

Wage gap between women and men: Women’s median salary is equivalent to 74.4% of the pay received by men. The average salary was equivalent to 72.9%

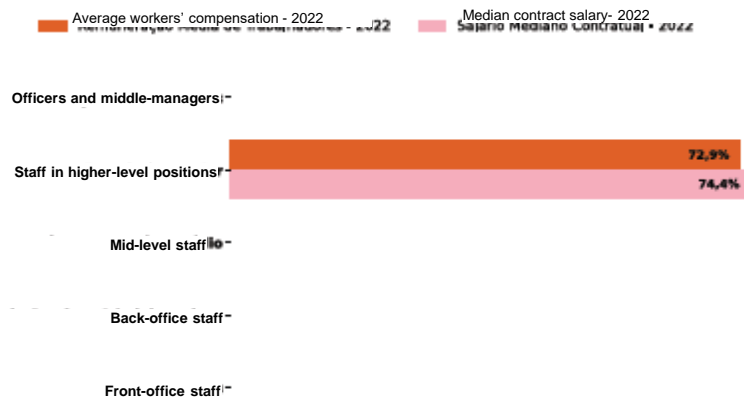
Elements that may explain the differences found:

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)	74,4%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)	72,9%

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	Fló
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	Fló
Proactivity, idea development, and suggestions	Fló
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	Fló Fló Fló
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	Fló Fló
Policies to promote women to c-suite and middle-management positions	Fló

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

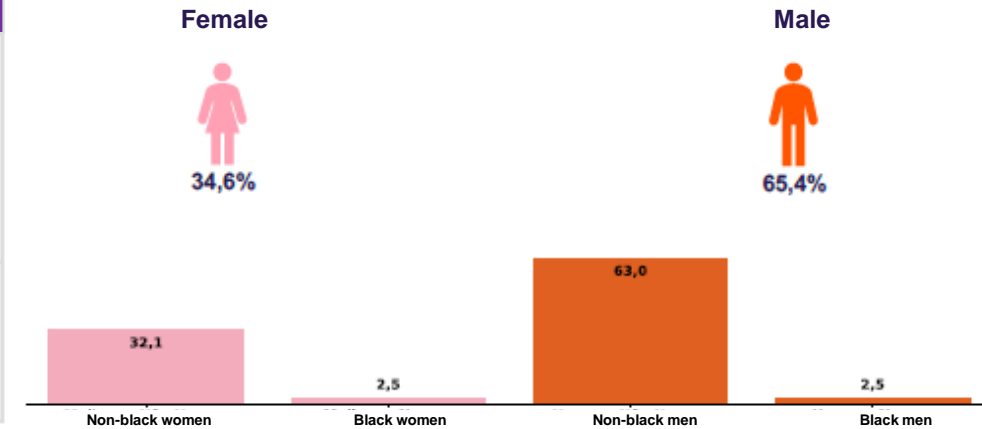
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 17.298.092/0001-30 / Headcount: 246

Wage gap between women and men: Women’s median salary is equivalent to 59.3% of the pay received by men. The average salary was equivalent to 62.5%

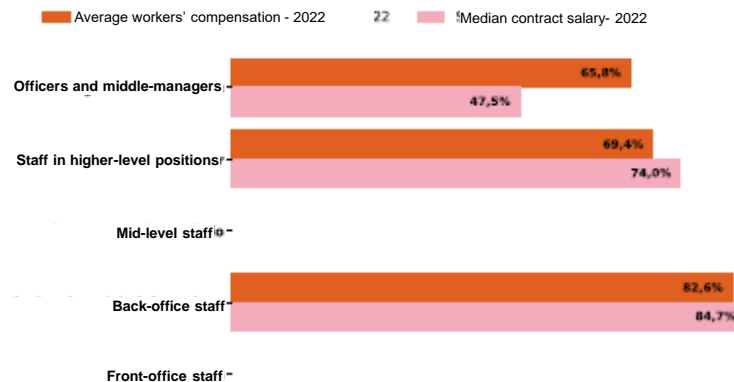
Elements that may explain the differences found:

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)	59,3%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)	62,5%

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	No
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	No
Proactivity, idea development, and suggestions	No
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	No No No
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	No No
Policies to promote women to c-suite and middle-management positions	No

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

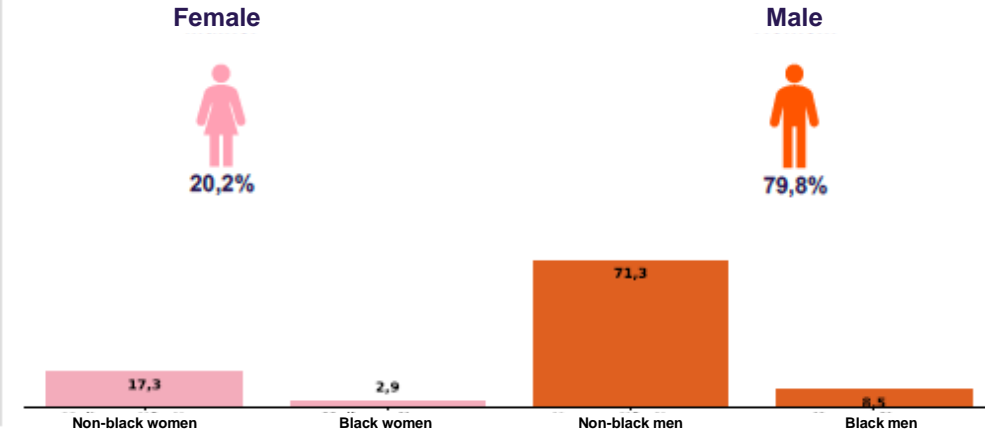
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 40.430.971/0001-96 / Headcount: 276

Wage gap between women and men: Women's median salary is equivalent to 90.4% of the pay received by men. The average salary was equivalent to 85.5%

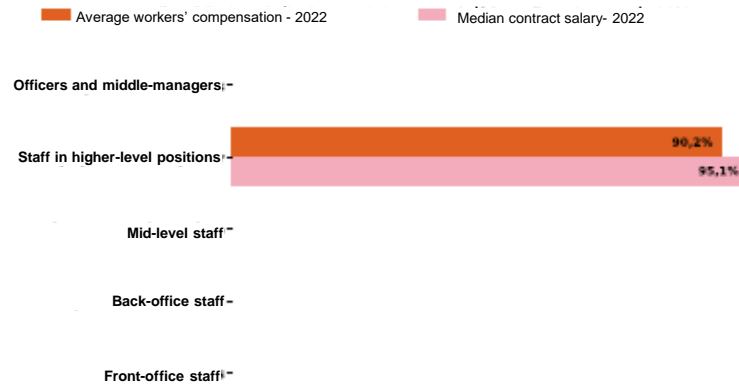
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women's wages are equivalent to men's wages (in %) 	90,4%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%) 	85,5%



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

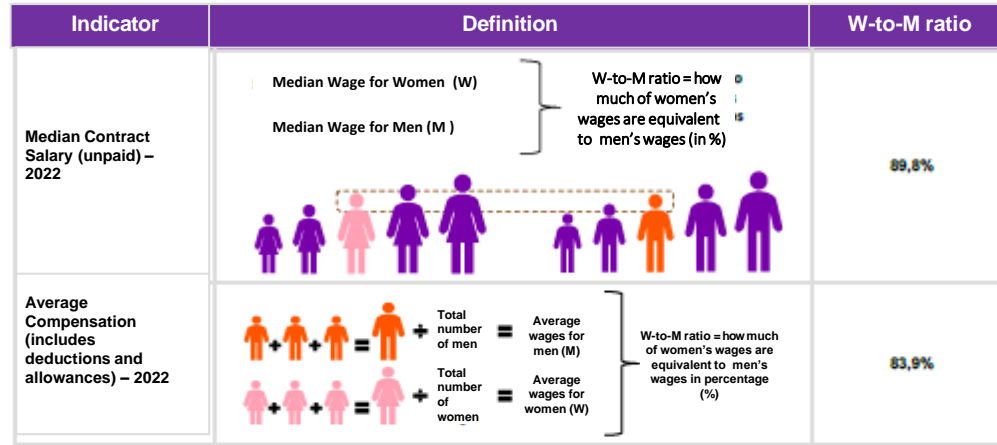
Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	2 icons
Policies to promote women to c-suite and middle-management positions	1 icon

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.



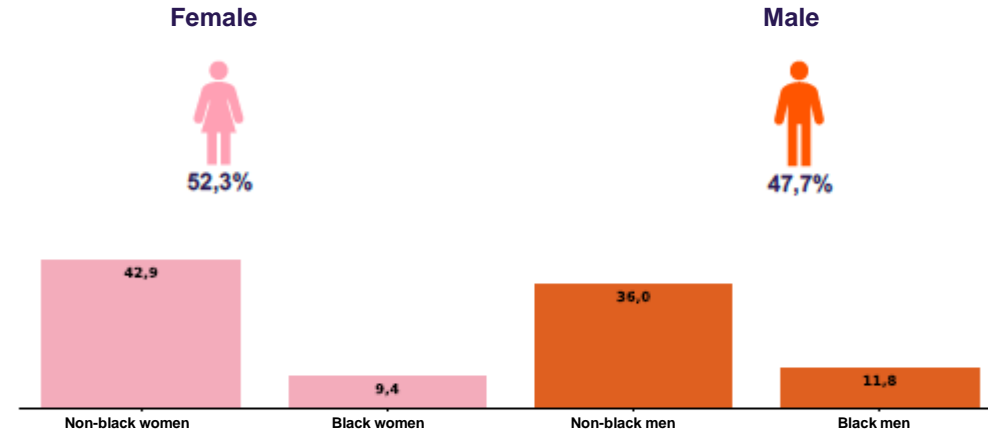
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 04.238.150/0001-99 / Headcount: 332

Wage gap between women and men: Women's median salary is equivalent to 89.8% of the pay received by men. The average salary was equivalent to 83.9%

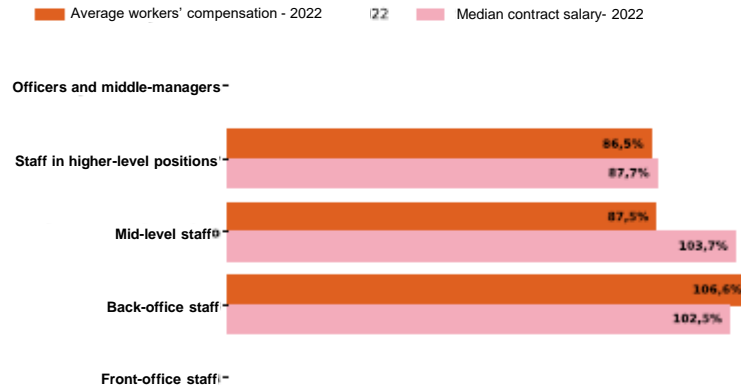


Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

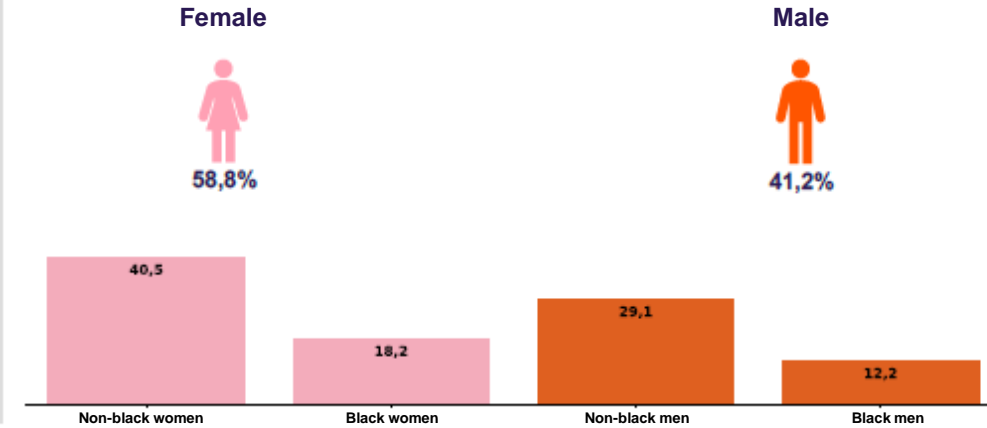
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 61.557.039/0001-07 / Headcount: 148

Wage gap between women and men: Women’s median salary is equivalent to 96.7% of the pay received by men. The average salary was equivalent to 96.2%

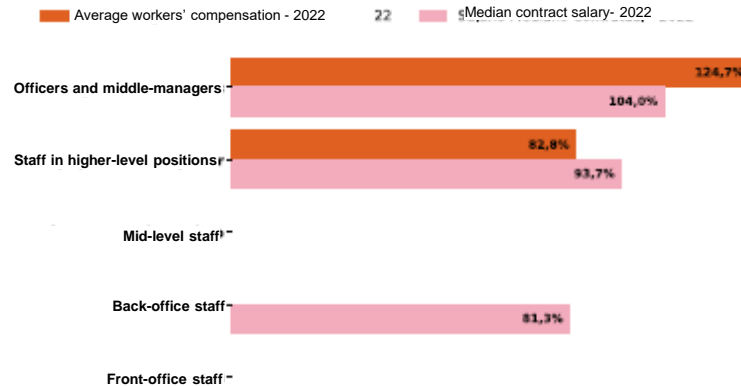
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)	96,7%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)	96,2%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

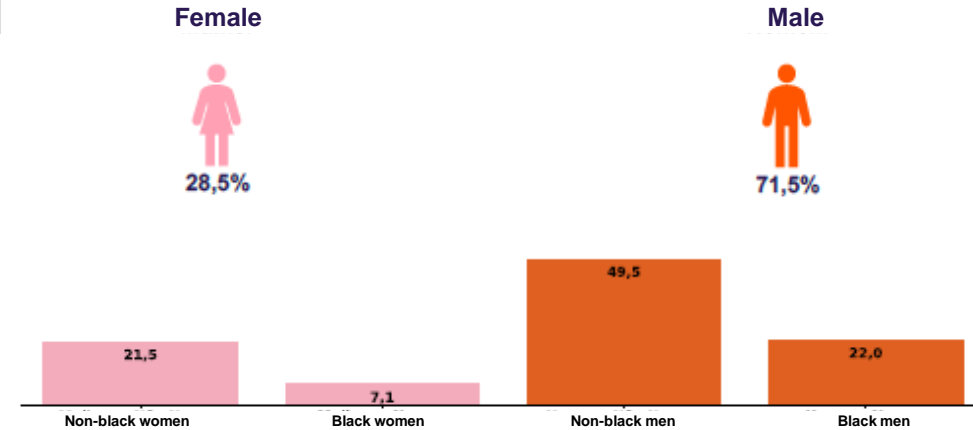
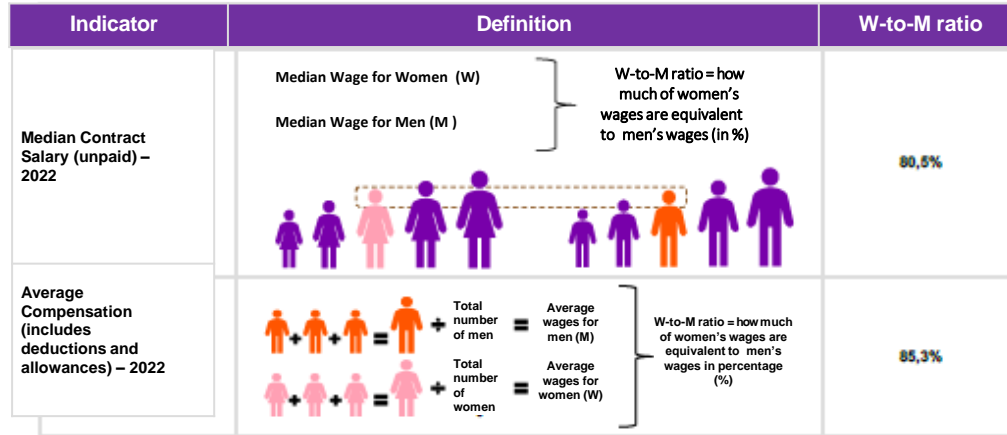
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

EIN: 60.701.190/5049-19 / Headcount: 371

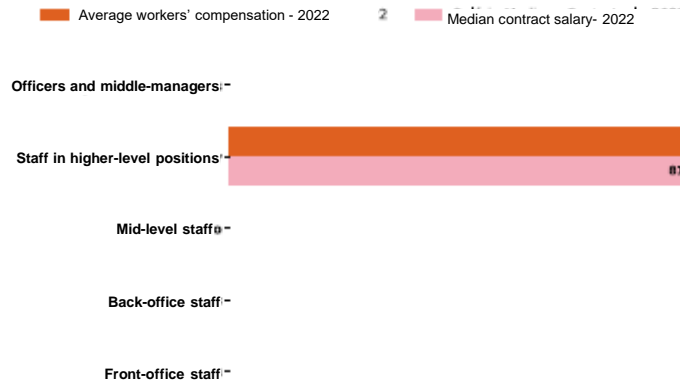
Wage gap between women and men: Women’s median salary is equivalent to 80.5% of the pay received by men. The average salary was equivalent to 85.3%

Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	1 icon
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	1 icon
Proactivity, idea development, and suggestions	1 icon
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	3 icons
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	2 icons
Policies to promote women to c-suite and middle-management positions	1 icon

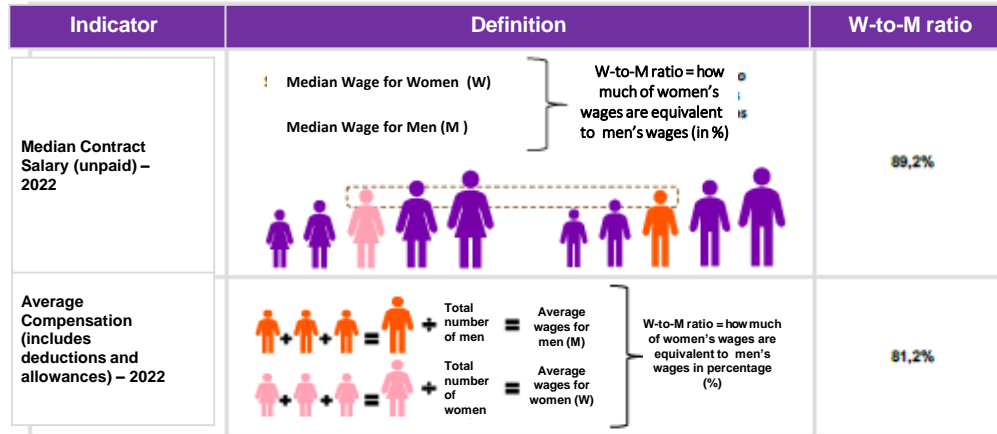
If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

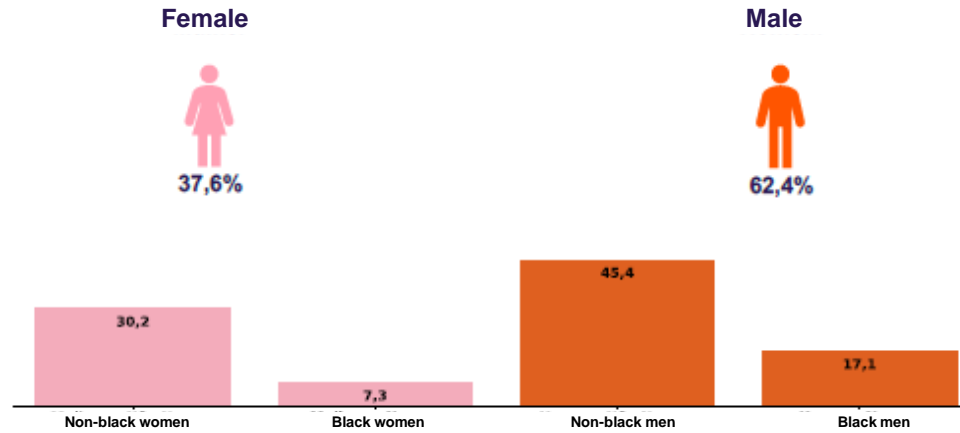
EIN: 60.701.190/4908-61 / Headcount: 207

Wage gap between women and men: Women’s median salary is equivalent to 89.2% of the pay received by men. The average salary was equivalent to 81.2%

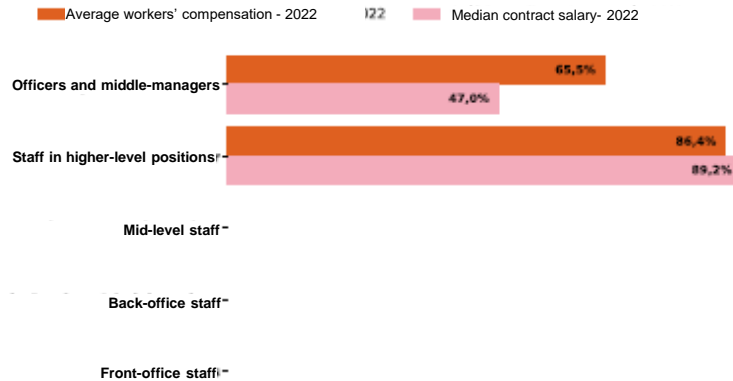
Elements that may explain the differences found:



(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	
2 <sup>nd</sup> half 2014	
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

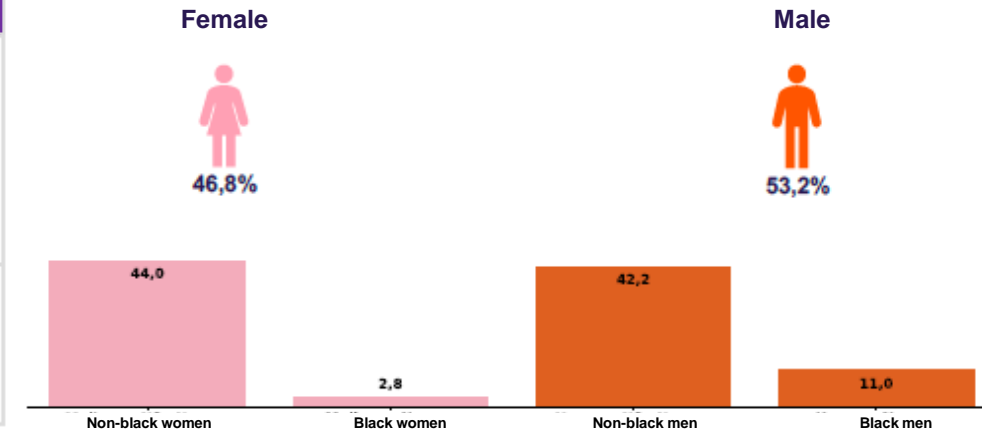
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4892-60 / Headcount: 110

Wage gap between women and men: Women’s median salary is equivalent to 102.2% of the pay received by men. The average salary was equivalent to 99.0%

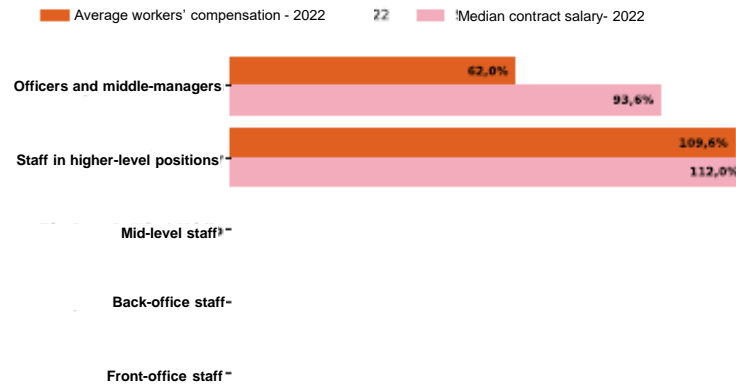
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	<p>Median Wage for Women (W)</p> <p>Median Wage for Men (M)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages (in %)</p>	102,2%
Average Compensation (includes deductions and allowances) – 2022	<p>Total number of men = Average wages for men (M)</p> <p>Total number of women = Average wages for women (W)</p> <p>W-to-M ratio = how much of women’s wages are equivalent to men’s wages in percentage (%)</p>	99,0%



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	Fl
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	Fl
Proactivity, idea development, and suggestions	Fl
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	Fl Fl Fl
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	Fl Fl Fl
Policies to promote women to c-suite and middle-management positions	Fl

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

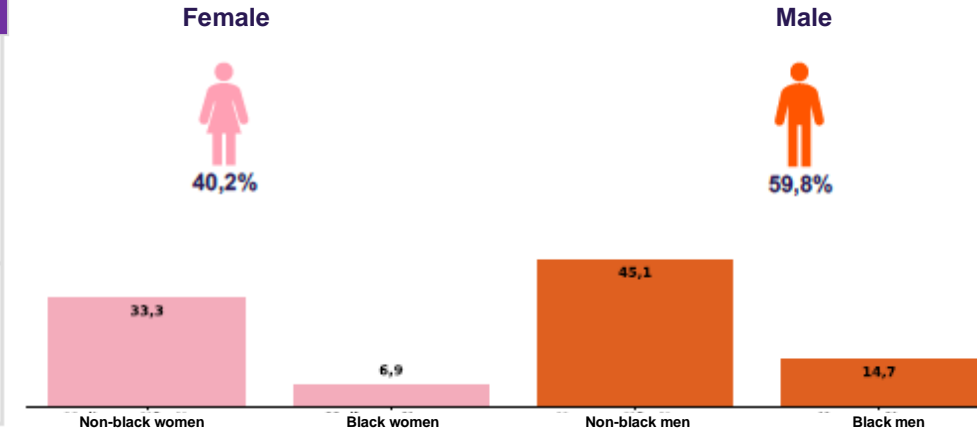
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/4821-76 / Headcount: 204

Wage gap between women and men: Women's median salary is equivalent to 91.3% of the pay received by men. The average salary was equivalent to 78.4%

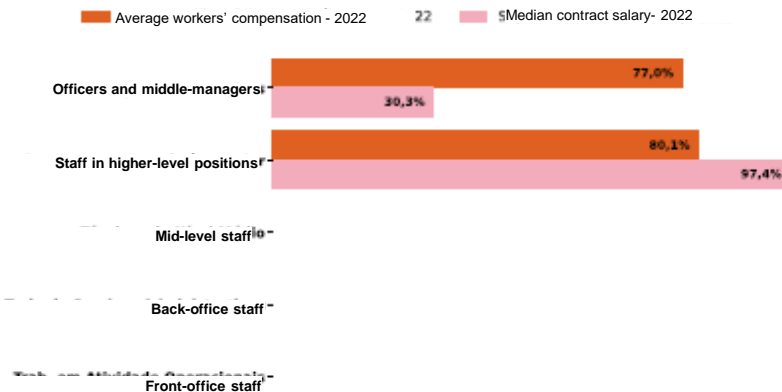
Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M) W-to-M ratio = how much of women's wages are equivalent to men's wages (in %) 	91,3%
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W) W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%) 	78,4%



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

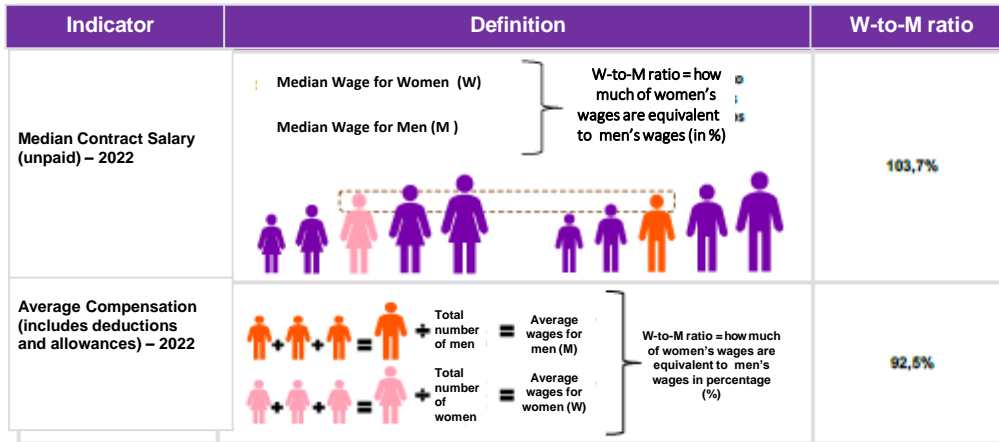
Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	100%
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	100%
Proactivity, idea development, and suggestions	100%
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	100%
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	100%
Policies to promote women to c-suite and middle-management positions	100%

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024,

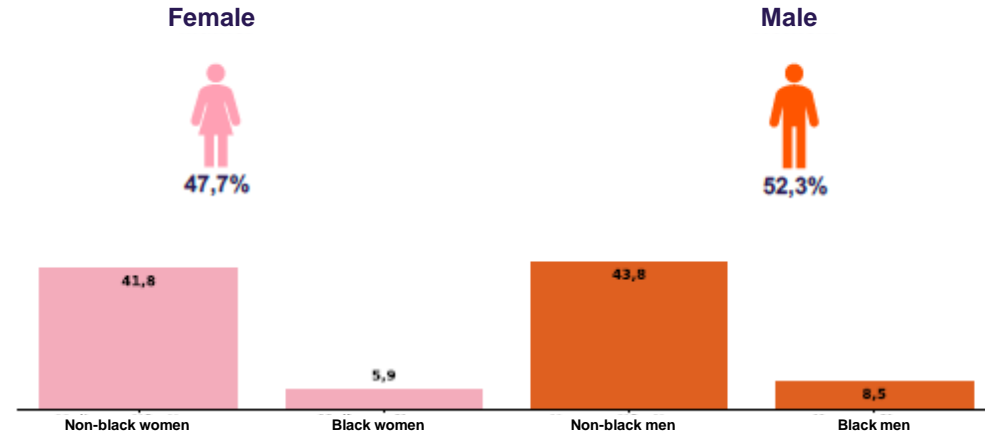
EIN: 60.701.190/4820-95 / Headcount: 155

Wage gap between women and men: Women’s median salary is equivalent to 103.7% of the pay received by men. The average salary was equivalent to 92.5%

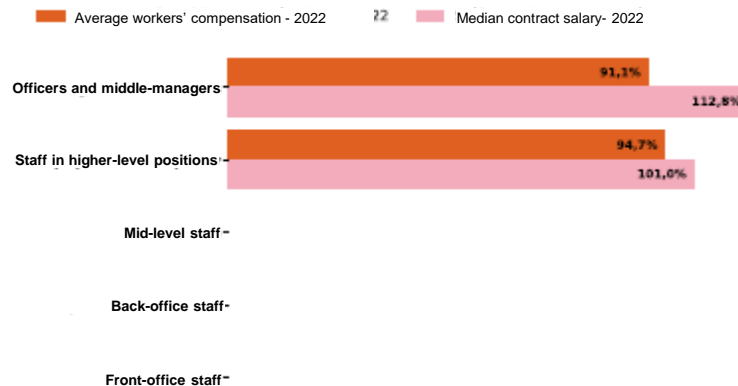


Elements that may explain the differences found:

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women’s pay and compared to men’s pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

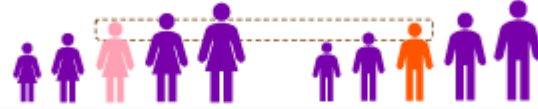
Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	☹️
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	☹️
Proactivity, idea development, and suggestions	☹️
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	☹️☹️☹️
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	☹️☹️
Policies to promote women to c-suite and middle-management positions	☹️

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.

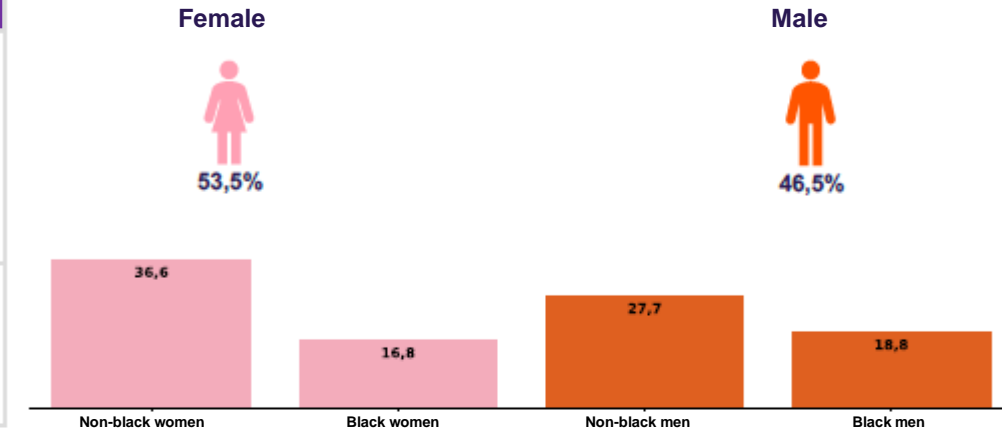
# Report on Transparency and Equal Pay for Women and Men - Second Half of 2024, EIN: 60.701.190/1162-34 / Headcount: 101

Wage gap between women and men: Women's median salary is equivalent to 100.0% of the pay received by men. The average salary was equivalent to 80.2%

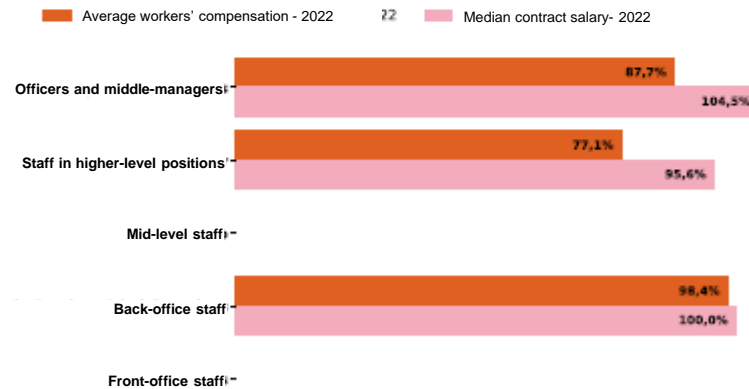
Elements that may explain the differences found:

Indicator	Definition	W-to-M ratio
Median Contract Salary (unpaid) – 2022	Median Wage for Women (W) Median Wage for Men (M)	W-to-M ratio = how much of women's wages are equivalent to men's wages (in %) 100,0%
		
Average Compensation (includes deductions and allowances) – 2022	Total number of men = Average wages for men (M) Total number of women = Average wages for women (W)	W-to-M ratio = how much of women's wages are equivalent to men's wages in percentage (%) 80,2%

(a) Breakdown of the total number of employees by sex and ethnicity and race



By major occupation group, the gap (%) in women's pay and compared to men's pay appears when it is greater or lower than 100:



(b) Compensation criteria and actions to ensure diversity

Compensation criteria	2 <sup>nd</sup> half 2014
Job and Salary Plan and Career Plan	
Meet production targets	☹️
Availability to work overtime, attend client meetings, and travel	
Employee availability to work specific jobs	
Length of professional experience	
Teamwork skills	☹️
Proactivity, idea development, and suggestions	☹️
Actions to increase diversity	2 <sup>nd</sup> half 2014
Actions to support sharing family obligations for both sexes	☹️ ☹️ ☹️
Hiring policies for women (black, with disabilities, victims of violence, heads of household, LGBTQIA+)	☹️ ☹️
Policies to promote women to c-suite and middle-management positions	☹️

If no calculation gap regarding the hiring salary or average compensation is reported for a given occupation group this may be justified by one out of six reasons: (1) the group has fewer than three women; (2) the group has fewer than three males; (3) the group has no women; (4) the group has no men; (5) the group has three men or three women; (6) the group has neither men nor women.