



CI&T
GLOBAL ESG REPORT 2025

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CHAPTER 1

INTRODUCTION

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What You Should Know

Before reading

Thank you for reading our Global ESG Report. This publication highlights our actions and advances in integrating ESG principles into our strategy and operations, reflecting the value we create for our stakeholders and society. **In this edition, we also celebrate a landmark milestone: CI&T's 30th anniversary.**

Published for the fifth consecutive year, the document was prepared with reference to the Global Reporting Initiative (GRI) guidelines, a GRI Standards 2021 version, and incorporates indicators from the Sustainability Accounting Standards Board (SASB) for the Software and

IT Services industry. It also aligns with the United Nations (UN) and Sustainable Development Goals (SDGs). In this document, you will find essential information about our ESG strategy and indicators, which involve both human and AI contributions. AI is utilized for proofreading. You will also find mention of "CI&Ter," the term we use for our employees.

This edition covers the period from January 1 to December 31, 2025, and was published on March 31, 2026. Any exceptions to this scope are specified for each indicator. The report has been reviewed by CI&T's Nominating & ESG Committee and the company's top leadership.

We appreciate your feedback and suggestions on how we can improve our ESG performance and reporting. For more information or feedback, please contact us at esg@ciandt.com.

We hope you enjoy!



Throughout the report, references to "GRI XXX-X" will be located at the bottom left side of each page, signaling the indicators reported in each section. The full index of all GRI indicators within the report can be found on page 98.



In this report, we present the indicators with priority information for the sector. The related information is referenced as "TC-SI-XXX". The complete index is available on page 102.



As signatories of the UN Global Compact's Universal Principles, we present this document outlining progress on CI&T's six priority SDGs, as defined by the company's materiality study. The complete map linking the report content to the company's priority SDGs can be found on page 103.



Letter From Our CEO

Thirty years.

What started with three restless hearts in Campinas is now almost 8,000 people across the world, still learning, still building, still becoming. Three decades of helping the world's most ambitious companies transform through people and technology — and being transformed by that work ourselves.

This report is about that journey—not just the numbers, but what they mean. How we grow. Who we grow with. What we protect along the way. **I'll be honest: ESG work is slow work.** It doesn't move at the speed of technology or markets. Some of our commitments are progressing well. Others are taking longer than we'd like.

That tension is real—between the urgency to perform and the patience that responsibility demands. We live in that tension. We don't pretend otherwise.

But here's what I know after 30 years: the companies that last are the ones that learn. Not just about products or markets—about themselves. About the impact they create, intended or not. About the difference between growth and value.

Between 2022 and 2025, we grew—in revenue, clients, talent, and reach. From **6,904** employees to over **7,990**. From **US\$ \$424.1 million** to **US\$ 489.6 million** (representing our total annual revenue).

Those numbers matter. But they're not the full story. The full story includes how we strengthened governance structures and decision-making accountability across our global operations. How we advanced transparency — publishing clearer disclosures, holding ourselves

to higher standards of reporting. How we deepened our commitment to people: expanding access to development, narrowing equity gaps, and building an environment where different perspectives drive better outcomes. And how we continued to use technology not just as our business, but as a lever for responsible impact — applying AI and digital innovation in ways that are thoughtful about the futures they shape.

We're not there yet. We're on the way. **The next 30 years will demand more.** The integration of AI into every layer of business and society is accelerating — and with it, the questions of accountability, fairness, and long-term consequence are becoming impossible to ignore.

We don't see those questions as obstacles. We see them as our work. But perhaps the most important thing we've learned in 30 years is this: there is no finish line.

Responsibility is not a destination you reach — it's a practice you commit to, every day, at every level of the organization. The companies that endure are not the ones that got it right once. They're the ones who never stopped trying to get it righter. That's the company we're building. Not because we've arrived — but because we understand, now more than ever, that the work is never done. And we wouldn't have it any other way.

To everyone on this journey with us: thank you. This report is not proof of perfection. It's a **commitment to keep going.**



Cesar Gon,
Founder & CEO at CI&T

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CHAPTER 2

GET TO KNOW US



Nice to Have You Here!

We are CI&T. CI&T stands for **Collaborate, Innovate, and Transform.**

We are a global technology transformation partner helping organizations navigate complexity and build solutions across every stage of their digital and AI journey.

With more than **30 years of hands-on experience**, we integrate business strategy, technology, and AI into a unified approach that drives measurable, scalable impact.

2025 Recognitions and Highlights

People & Culture

Great Place to Work Brazil:

GPTW Trust Index score of 85, ranking among the Best Workplaces in Brazil, São Paulo, and Information Technology for 2025.

Great Place to Work Certification:

Achieved for 19 consecutive years in Brazil, with current certifications in Brazil, Canada, USA, Japan and China.

Great Place to Work Colombia: Ranked

#14 in the 101–400 employees category at the Best Workplaces in Colombia™ 2025, achieved within just two years of operations. | [Learn More](#) ↗

Comp HR Tech Awards Brazil: Ranked

#1 in the 2025 Compensation Maturity Awards Brazil, in the General category for organizations with over 1,000 employees.





Market & Financial Performance

Revenue 2025

US\$ 489.6M

Organic Revenue Growth at Constant Currency

13.2% year-over-year

Named **Databricks LATAM Enterprise Data Warehouse Partner** of the Year 2025.

[Learn more ↗](#)

Forrester: Recognized as a **Leader in Modern Application Development Services 2025.**

Gartner Peer Insights: Rated a **Strong Performer** in Custom Software Development Services.

Named a **Leader in Enterprise Data Modernization and AI Services**, featured in the global ISG Provider Lens™.

AWS Ecosystem Partners 2025 report | AWS Enterprise Data Modernization and AI Services.

[Learn more ↗](#)

Named a **Rising Star by ISG** in the Automotive Retail and Aftermarket Services category.

[Learn more ↗](#)

Innovation & Services Excellence

Achieved the **Amazon Web Services Generative AI Services Competency seal** and became the **first Brazilian company** to join the select GenAI PIA (Partner Innovation Alliance) program.

[Learn more ↗](#)

Received the **Operational Excellence Award from Globo** for outstanding performance as a key technology supplier.

Named **Major Contender in Two Everest Group AI Application PEAK Matrix® Assessments for 2025**, for helping enterprises stay competitive in the AI era.

[Learn more ↗](#)



ESG

Won the **Grand Prix Diamond Award at Money 20/20 with Project Nemo**, a monumental recognition of the movement to drive digital accessibility and financial inclusion across the fintech industry.

[Learn more](#) ↗

Awarded the **Golden Seal of Quality by the Brazilian GHG Protocol Program** for emissions reporting excellence.

Recognized with the **"Youth Apprentice Friendly Company" Diploma** by the Municipal Council for the Rights of Children and Adolescents of Campinas (CMDCA).

[Learn more](#) ↗

Honored with the **"Youth Employability Brazil 2025" Award**, a joint initiative by CIEE and MTE that recognizes companies for the inclusion and development of young people in the Brazilian job market.

[Learn more](#) ↗

Awarded **Gold (Applied AI) and Bronze (Legal Operations)** in the Análise DNA + FENALAW Awards.

[Learn more](#) ↗

Awarded the **EcoVadis Bronze Medal**.

Recognized as **"Sustainable Suppliers"** by Porto.

[Learn more](#) ↗

Internal Highlights

People from Underrepresented Groups
52.2%¹

(1) 52.24% of CI&T employees identify as part of at least one underrepresented group: Black people, people who identify as women, people who identify as part of the LGBTQIAPN+ community, and people with disabilities.

Social Impact:
107,3K

directly and indirectly impacted people through CI&T-funded social projects and internal initiatives (2022-2025)

100%

of our energy consumption in Brazil was covered by renewable energy.

Diversity Hires:
51.4%

of people hired at CI&T in 2025 were from underrepresented groups

Achieved a
99.6%

completion rate for Mandatory Training in Ethics, Information Security, and ESG in 2025

100%

of Brazil's estimated energy consumption (including WFH) covered by I-RECs in 2025.²

(2) Covers Brazil operations and work-from-home models only; excludes global energy consumption.



External Commitments

In 2025, we strengthened our strategy by **renewing our multi-sectoral public voluntary commitments** and expanding our participation in relevant industry associations.

Public commitments



United Nations
Global Compact

In support of

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the
UN Global Compact Office



Membership associations





ESG Ratings Performance

We reaffirm our commitment to sustainable practices and transparency.




Our external ESG assessments reflect distinct methodologies used by rating agencies to evaluate our performance, risks, and opportunities in the environmental, social, and governance dimensions.

In the **2025 EcoVadis Sustainability Rating**, we achieved a **score of 68**, a improvement over our score of 62 in the previous year. Having participated in this assessment since 2021, our **Bronze Medal** now places us among the **Top 35%** of the more than 130,000 companies evaluated globally. This recognition reflects CI&T's collective effort to evolving our ESG agenda across EcoVadis' four crucial dimensions: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

Regarding the **S&P Global Corporate Sustainability Assessment (CSA)**, we have participated since 2022. In 2025, as part of a strategic organizational shift, we opted for an assessment based solely on our public disclosure. Moving forward, this specific assessment will be conducted biennially.

Furthermore, we have been responding to the **CDP (Carbon Disclosure Project)** since 2019, and in 2025 **our score was "D" (Disclosure)**. This rating represents the foundational level of transparency, providing the baseline to advance toward the Awareness (C), Management (B), and Leadership (A) stages.

We recognize the challenges and continue to take action to improve these ratings, aligning with global expectations for responsible and sustainable practices.

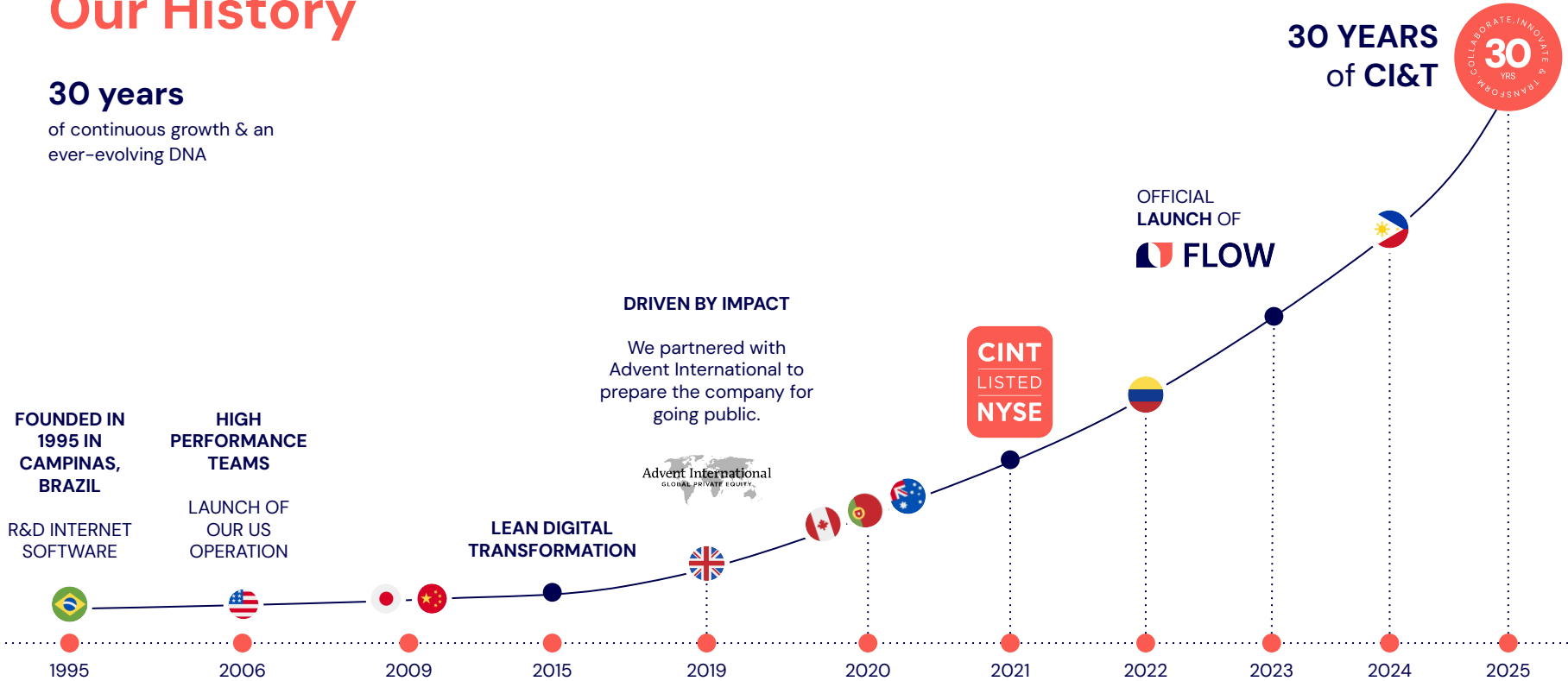
Ratings	2024	2025	Evolution
	62 points (Bronze)	68 points (Bronze)	↑
	CDP Climate Change Score D	CDP Climate Change Score D	—
	Score 45	Score 45	—



Our History

30 years

of continuous growth & an ever-evolving DNA





Our people
come from

25+
countries,

bringing **diverse perspectives** and
global experience to
our work.





Our Operating Model

Tech-Integrated Business Solutions

In 2025, CI&T adopted a **new strategic positioning**, reinforcing the belief that **innovation alone is no longer enough**.

Today's businesses expect transformation that generates **measurable impact and tangible results**. At CI&T, we combine business transformation, technology, and AI into a **single, integrated approach** to help organizations move with clarity, speed, and meaningful results.

We operate as a global partner in Tech-Integrated Business Solutions, bringing together sharp business thinking, deep technology expertise, and CI&T Flow, our AI Management System that accelerates everything we do.

From strategy to execution, we deliver solutions that are **faster, smarter, and designed to scale**.

Our work spans technology strategy, customer experience, software engineering, cloud, data, and AI. With more than 30 years of hands-on experience, we believe the future belongs to companies that connect business and technology through an integrated, AI-powered strategy.

Helpful links:
[Youtube playlist](#) ↗

How We Organize to Deliver Impact

We unlock **performance and scale** through a structure that balances **specialization with agility**:

Business Units (BU):

Autonomous units with dedicated leadership and multidisciplinary teams focused on delivering high-impact projects.

(At CI&T, these units are also known as Growth Units—GUs.)

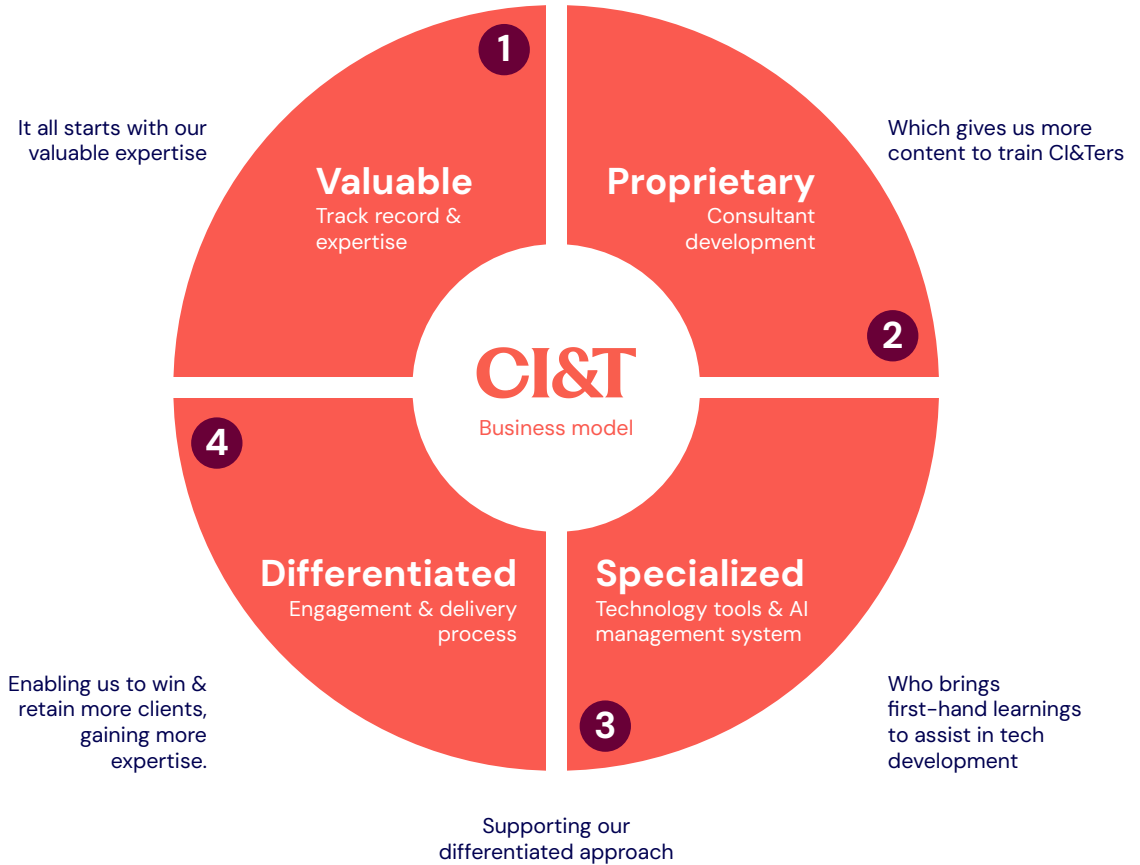
Enterprise services:

Teams that sustain our long-term growth, including operations, brand, communication, security, finance, legal, IT, and people functions.





Four Core Pillars of Competitive Advantage





Solutions & Capabilities

We combine human expertise with AI to develop end-to-end, integrated solutions that drive business value.

nossas capacidades incluem:

AI & Modernization

- Application Modernization
- AI Legacy Modernization
- Artificial Intelligence
- CI&T Flow
- Machine Learning
- Generative AI

Cloud & Security

- Cloud Services
- Cybersecurity

Data & Analytics

- Data & AI
- Data Analytics
- Data Modernization

Digital Experience

- Customer Experience & DXP
- Digital Commerce
- Digital Product Design & Development
- Immersive Experiences
- Digital Solutions for Sustainability
- Enterprise Solutions

Strategy & Consulting

- Digital Transformation
- Future-driven Strategy
- Product Discovery
- Responsible GenAI Roadmaps
- Agile Software Development

Delivery & Scaling Models

- Hyper Efficiency Teams
- Nearshore Delivery
- Staff Augmentation

Across all these areas, we help organizations navigate technology transformation with integrated, AI-enabled solutions that are **practical, scalable, and focused on measurable business outcomes.**



In 2025, CI&T celebrated 30 years of navigating change.

This milestone marked a journey that began in 1995 with a small team, bold dreams, and a belief that technology and people, working together, could create long-lasting impact.

What started as a regional software company has since evolved into a global organization operating in 11 countries and supporting thousands of professionals who help enterprises transform through

technology and AI. Our story is not one of sudden success; CI&T was an “overnight success” thirty years in the making.

Through each of these years, we reinvented ourselves, moving from internet software to high-performance teams, from large-scale digital transformation programs to the launch of our own AI Management System.

From the beginning, one idea consistently guided our culture: we develop people before software. This principle shaped our evolution, including our expansion into the United States in 2006 and our listing on the New York Stock Exchange in 2021, a defining step in our global trajectory.

Our Only Constant: Change

Thirty years of experience has taught us that

transformation is not a final destination, but an ongoing journey.

This mindset has enabled us to achieve sustainable growth, deepen long-standing client relationships, and expand our capabilities across markets and technologies.

Looking Ahead

The 30th anniversary marked not an end point, but the beginning of our next chapter. Even after three decades, we continue to operate with the mindset of a company that

is still at “Day One”: restless, curious, and focused on what comes next.

As we move forward, CI&T continues to build on a core belief: **the future belongs to organizations that integrate business and technology into one unified strategy.**

With our tech-integrated business solutions, we are entering a new era where AI and human expertise work together to accelerate impact at scale.

The same culture that shaped our first thirty years – resilient, bold, and committed to navigating change – **continues to guide us into the future.**

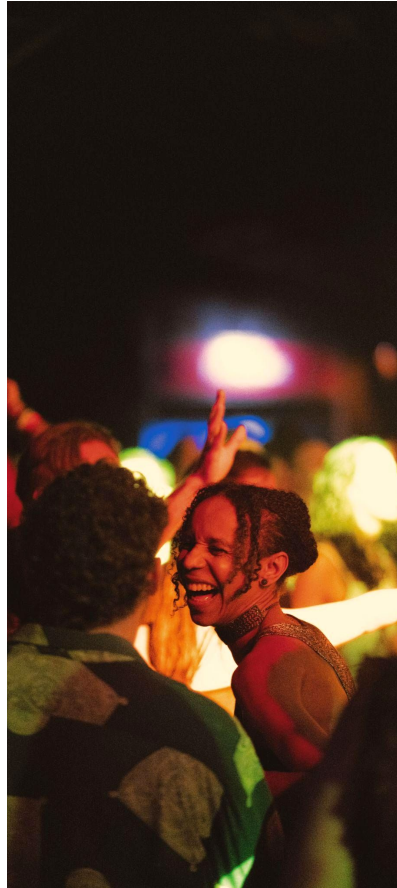


CI&T Festival and Our ESG Commitment

This year, we celebrated three decades of CI&T with **events at our offices around the world.**

We held the **CI&T Festival**, the CI&T way to celebrate, which brought together around 3,000 people.

This event not only honored our journey but also translated our ESG commitments into concrete actions.



A Carbon-Neutral and Environmentally Responsible Event

Aligned with our sustainability agenda, the festival was designed as a carbon-neutral experience, receiving the "**Carbon Neutral Event Seal.**"

All emissions, from preparation to participant transportation, were measured and offset. We partnered with an external consultancy to support certified social and environmental projects, reflecting our responsible journey.



To raise environmental awareness,

participants used a carbon emissions calculator

and interacted with a researcher to measure the carbon footprint of their journeys to the event.

Additionally, each participant received a reusable cup, eliminating disposable packaging and reducing waste.

14,000 Kg of CO₂ Offset

72 Equivalent Trees Planted

Inclusion and Social Impact at the Core

Reflecting our belief that people are at the center of everything we build, the festival incorporated a series of inclusion and accessibility measures designed to ensure that everyone could participate fully and comfortably.

These included:

- **Dedicated accessibility infrastructure**, such as priority parking for people with disabilities, accessible restrooms, and a reserved viewing area near the stage.
- **A quiet decompression room** to support neurodivergent attendees with a low-stimulus environment.
- **Libras (Brazilian Sign Language) interpretation** offered throughout the event.

- **Diversity and respect training** for all third-party professionals working at the festival.

- **A Social Ticket initiative**, through which donated food items were directed to civil society organizations.

A Milestone Grounded in Responsibility

The CI&T Festival transformed our 30-year celebration into a moment of reflection and collective purpose. Through it, we reaffirmed that our commitment to transformation goes beyond technology: it includes sustainable practices, inclusive environments, and lasting social impact.

Helpful links:
[Learn More about our carbon-neutral Festival](#) ↗





Engagement With Stakeholders

Strengthening relationships with our stakeholders is central to CI&T’s history of value creation and business management.

We have structured engagement mechanisms by group, utilizing dedicated channels to promote continuous dialogue, transparency, and the ongoing improvement of our processes and decision-making.

Clients

We engage primarily through biannual Net Promoter Score (NPS) surveys. The insights gathered provide structured feedback that

supports continuous service improvement and helps strengthen our long-term collaborative partnerships.

Business Organizations and Ecosystem Partners

Our engagement in the innovation ecosystem occurs through events and institutional presence in hubs such as InovaBra, Amcham, and international initiatives connected to the NYSE and Bay Valley Tech. These interactions allow us to address shared challenges and market demands. CI&T maintains a policy of not participating in government bodies.

Investors

Engagement with investors takes place through conferences, meetings, quarterly earnings releases, and earnings calls, complemented by regular

communications via our distribution list. Our Investor Relations team remains available for direct dialogue at any time through investors@ciandt.com.

Communities

We stay connected through structured donation programs and corporate volunteering, often in partnership with clients and partners to amplify social impact.

Projects funded through tax-deductible donations are monitored via regular reports and site visits to assess progress. In 2025, we strengthened partnerships with civil society organizations such as **Web para Todos**, focused on digital accessibility, and **Techoá**, an innovation hub dedicated to sustainability through digital technologies (SDGs).

We also served as institutional partners and content promoters at **SP CLIMATE WEEK**. For more information on these actions and our collaborative model, please refer to the **"Society"** chapter.

Suppliers and Customers

Our relationships with suppliers and customers are guided by contractual clauses that reinforce socio-environmental responsibility, extending our commitments across the value chain and aligning expectations regarding ethical conduct and sustainability.

Open and Accessible Channels

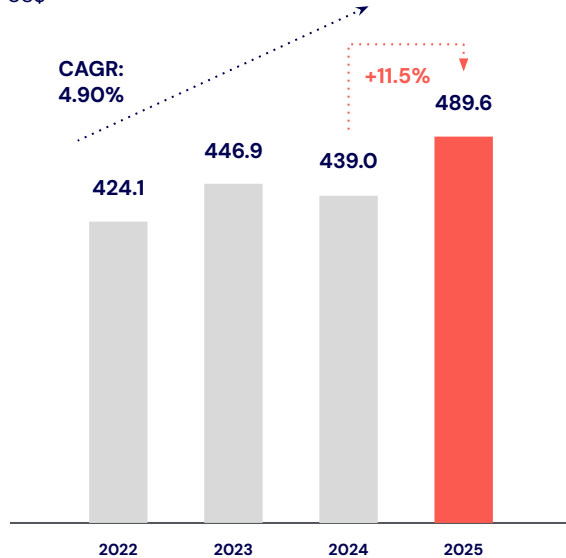
All stakeholders have access to our corporate website, social media channels, and ethics reporting channel, ensuring transparency, accountability, and an open environment for dialogue.



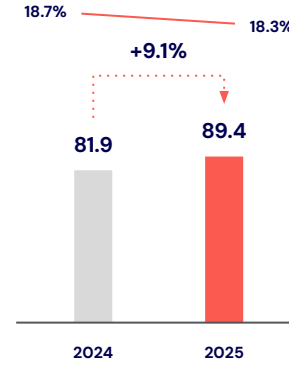
Operational and Economic Performance

Revenue

in million of US\$



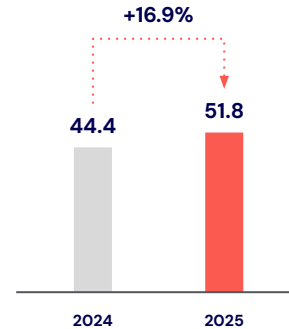
Adj. EBITDA & Adj. EBITDA Margin¹ in million of US\$; %



Adj. EBITDA margin

(1) Adjusted EBITDA and Adjusted EBITDA Margin are non-IFRS financial measures. We calculate Adjusted EBITDA as Profit for the year, plus net finance costs, income tax expense, depreciation and amortization and (i) share-based compensation expenses; and for 2024 (ii) acquisition-related expenses; and (iii) business restructuring expenses related to the optimization of our global delivery model based on our nearshoring strategy. For more information about our financial results and non-IFRS measures, access our [Quarterly Results page](#).

Adjusted Profit² in million of US\$



90.8% Operating Cash Conversion to Adjusted EBITDA¹

(2) We calculate Adjusted Profit as Profit for the year, adjusted to exclude: (i) share-based compensation expenses (ii) acquisition-related expenses: amortization of intangible assets from acquired companies, fair value adjustment on accounts payable for business combination, and retention package; (iii) business restructuring expenses, related to the optimization of our global delivery model based on our nearshoring strategy, including termination charges, severance costs, and legal services associated with employee separations for 2024; and (iv) income tax effects on Non-IFRS Accounting Standard adjustments.

CHAPTER 3

BUSINESS INNOVATION

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and Impact



Responsible AI Integrated Into How We Operate

Our AI Management System

Through **CI&T FLOW**, our **AI Management System**, artificial intelligence is integrated into our daily operations, enabling continuous learning, faster decision-making, and organizational adaptability while delivering value to clients.

CI&T FLOW combines AI with human expertise throughout the digital solution lifecycle. Built with robust security and governance protocols from the ground up. It makes generative AI practical, secure, and scalable for enterprise use. By connecting strategy, prototyping, and production in a single continuous system, strengthening operational

performance. In 2025, teams using CI&T FLOW showed significant improvements in speed and quality, demonstrating how AI can amplify human capabilities while maintaining reliability and governance in enterprise environments, ensuring responsible, ethical, and transparent AI adoption.

CI&T FLOW reached significant scale in 2025, with thousands of people working with it across multiple clients, including a large portion of CI&T employees using it daily. Throughout the year, it continued to evolve with new capabilities like MCP (Model Context Protocol), Findr, and Flow Ops, strengthening our ability to operate efficiently, measure results, and scale AI adoption responsibly.



People Innovation as a Driver of Transformation

Innovation is sustained by people and by a distributed approach that reinforces shared responsibility for adaptation and continuous improvement.

In 2025, innovation initiatives were further integrated into the People area, strengthening the link between strategic advancements, daily operations, and organizational priorities.

This integration enabled the implementation of organic initiatives across teams, supported by a shared strategy and targeted investments in technology.

Automation and AI-driven solutions reduced manual workloads, while the adoption of digital-first security and authentication solutions improved

operational efficiency by streamlining access and internal processes.

Learning and experimentation were reinforced through initiatives such as the **Innova Summit** and applied learning programs, including **Innova Activation and Innova YouPrompt**, which combine structured learning with hands-on experimentation using CI&T FLOW. Consequently, the People department achieved the highest AI adoption rate for several consecutive months, fostering an internal culture of innovation.

Ongoing initiatives continue to apply **artificial intelligence to key People processes**, with a strong focus on efficiency generation and data optimization, while closely monitoring process quality in areas such as:

• **Internal Communication (Radar):** Managed 137,541 interactions in 2025 (vs. 3,973 human-supported), demonstrating high scalability and response efficiency.

• **Attracting and Onboarding:** AI-powered candidate screening to optimize the recruitment funnel and enhance the initial experience for new CI&Ters.

• **Career:** Achieved a 90% customer satisfaction (CSAT) score in Executive Assessment, validating the effectiveness of AI-supported performance evaluations for leadership.

• **Business Partnering:** The BP Assistant provides real-time data support, enabling more strategic and informed decision-making across the organization.





Innovation Creates Value for Clients and Society

Innovation goes beyond individual initiatives and strengthens capabilities across broader markets and ecosystems by supporting organizations, professionals, and communities in the responsible and strategic adoption of digital technologies.

In this context, the company participated in and sponsored programs focused on developing critical skills for the future of work, with a particular emphasis on applied artificial intelligence. A standout example in 2025 is **Potenc.IA**, a sponsored initiative aimed at qualifying 10,000 women in AI.

As a sponsor, CI&T amplified the program's impact by offering 100 positions to its employees and an additional 100 to the broader

community. Internal engagement was remarkable: **473 CI&Ters** (including transgender women, travesti, and non-binary individuals) applied. To ensure full occupancy, **130 people were invited, resulting in 97 active participants.**

The program combined structured learning tracks, real-world AI projects with technical guidance, and group mentoring with asynchronous content for flexibility. The cohort concluded in November 2025, with **94% of participants completing the program.**

Beyond capability building, the company's scaled approach is also reflected in the strengthening of institutional agendas related to technology governance and the responsible use of digital solutions.

In celebration of its 30th anniversary, CI&T co-created the

AI Lighthouse Awards in partnership with Fundação Dom Cabral.

The initiative launched Brazil's first national index to measure the responsible adoption of artificial intelligence at scale, establishing benchmarks for transparency, governance, and human-centric practices.

The impacts of the AI Lighthouse Awards were reflected across multiple dimensions:

- **Media reach:** more than **600,000** people reached through press coverage, contributing to the public dialogue on ethical technology;

- **Industry reference:** development of a maturity framework to support companies in adopting responsible AI practices;

- **Social investment:** redirection of event resources to Grupo Primavera, enabling digital literacy courses for youth.

By supporting initiatives of this nature,

CI&T reinforces its role in building long-term capabilities, connecting innovation, people development, technology governance, and the strengthening of the broader technology market.



Digital Solutions for Sustainability

Digital solutions for sustainability are part of how we work with our clients as they address challenges related to the integration of ESG topics into business decision-making.

Our work involves the use of digital technology, data, and artificial intelligence to connect socio-environmental aspects to operational processes and management models, taking into account different sectoral contexts and levels of organizational maturity.

We treat sustainability as a transversal element of our clients' strategic and operational decisions, influencing priorities, resource allocation, and process design. In this context, technology acts as a means to structure information, support more informed choices, and enable

the integration of environmental and social criteria into business management.

In practice, this work is reflected in fronts that connect sustainability and technology across our clients' value chains, such as:

- **Sustainable modernization of platforms and applications**, through Green Software principles, prioritizing operational efficiency, carbon-aware resource optimization, and digital accessibility.

- **Sustainability applied to the value chain**, leveraging Artificial Intelligence to accelerate the mapping, digitalization, and optimization of processes related to resource use and impact management.

- **ESG data structuring and governance**, with attention to data quality, traceability, and decision-making support.

- **Development and evolution of green and social innovation initiatives**, supporting experimentation and the improvement of solutions and new business models with positive environmental and social impact.

This work has enabled the integration of sustainability into concrete business contexts, **translating ESG agendas into practical and observable applications**. Over recent years, selected cases illustrate how these fronts have been applied across different sectors and realities.



Client Cases

Financial inclusion for people with intellectual disabilities – Project Nemo

In partnership with Project Nemo, we worked on the development of a digital solution aimed at expanding financial inclusion for adults with intellectual disabilities, a population estimated at 1.2 billion people globally who often face barriers to access financial services.

Our work focused on the design of an “art of the possible” application prototype that enables individuals to manage their finances independently, while allowing trusted supporters to participate when needed.

The prototype was developed in a six-week cycle, combining user-centered design, rapid experimentation, and digital prototyping.

The initiative resulted in a scalable reference model for inclusive financial solutions, contributing to broader discussions on accessibility, autonomy, and responsible innovation in the financial sector.

Carbon transparency and climate engagement – C6 Bank

Together with C6 Bank, we supported the development of a digital solution designed to increase transparency and engagement around climate-related impacts. The initiative addressed the growing demand for tools that translate environmental data into information that is accessible and actionable for customers.

The project involved the creation of a **carbon statement** feature that enables customers to visualize emissions associated with their consumption patterns. By integrating transactional data with digital interfaces, the solution

supports awareness and more informed decision-making related to individual climate impact. This initiative illustrates how digital solutions connect sustainability data with customer experience at scale. Its impact was widely recognized: CI&T was named AWS Sustainability Partner of the Year (2024) because of this case, which was also **featured at Febraban Tech 2025 as a benchmark for climate engagement in the financial sector.**



Behind the scenes of Project Nemo



Accessible communication and inclusive digital experiences — Natura & Co

In collaboration with Natura & Co, we supported initiatives focused on **improving accessibility and inclusion across digital communication channels.**

To address the challenge of ensuring that digital platforms and content are accessible to diverse audiences, including people with disabilities, Artificial Intelligence was leveraged at scale as a key catalyst for efficiency and impact.

Our work centered on the application of accessibility standards and inclusive design principles, using AI-driven tools to accelerate the identification and remediation of barriers within digital experiences. This approach allowed for the systematic integration of accessibility requirements into communication and platform development

processes more rapidly than traditional methods. This approach contributed to greater consistency, usability, and accessibility across digital touchpoints. The initiative demonstrates how accessibility can be systematically incorporated into digital solutions as part of broader sustainability and inclusion strategies.

Accelerating the clean energy transition — Terrenus Energy (Singapore)

With Terrenus Energy, we supported the **modernization of the digital infrastructure underlying solar energy operations.** The project responded to the need for greater visibility, reliability, and operational efficiency in the management of renewable energy assets.

Our work included the modernization of the cloud foundation and the implementation of real-time monitoring systems, enabling continuous performance

tracking and operational insights. These capabilities support more efficient management of solar operations and contribute to Singapore's broader clean energy transition objectives.

This initiative illustrates how digital infrastructure and data-driven solutions can strengthen operational performance while supporting sustainability goals in the energy sector.

- Helpful links:
- [Project Nemo Case](#) ↗
 - [C6 Bank Case](#) ↗
 - [Natura & Co Case](#) ↗
 - [Terrenus Energy Case](#) ↗



Partnerships Enabling Scale and Impact

Partnerships are an integral part of CI&T's strategy to expand, deepen technical capabilities, and sustain business evolution over time.

This approach is structured through partner programs and technical certifications with leading global technology providers, which act as enablers for the delivery of complex solutions across different markets and business contexts.

Over recent years, **this ecosystem has been strengthened through continuous investments in professional qualification, technical communities, and governance, ensuring alignment with international standards and the ongoing development of internal capabilities.**

In 2025, these efforts were reflected in indicators such as:

- **More than 400**

professionals engaged in continuous learning across multiple cloud platforms

- **Over 210**

new technical certifications obtained throughout the year

- **More than 3,500**

CI&Ters as community members, fostering knowledge exchange and the dissemination of best practices.

Beyond technical capability building, partnerships also contribute to value creation at scale.

290%

year-over-year growth in initiatives associated with this ecosystem.

These results reflect the consolidation of partnerships as part of the business infrastructure, supporting not only commercial expansion but also the quality, security, and adaptability of the solutions delivered to clients.

By structuring and evolving this ecosystem over time, we reinforce our understanding that innovation at scale depends on the articulation of internal and external capabilities, continuous qualification, and collaboration models grounded in governance and trust.



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CHAPTER 4

ESG MANAGEMENT



ESG Strategy 2022–2025 Cycle

Closing one chapter is an opportunity to begin the next—**reaffirming** our drive to evolve responsibly and prepare for the future of our journey.

The conclusion of the **2022–2025 strategic cycle** marks an important milestone in CI&T's history, but not the final destination.

Rather than just closing a chapter, this period served to consolidate learnings and transform isolated initiatives into a more structured and global ESG practice.

Over the past decade, we have evolved our rituals and governance, mindful that sustainability must be a living element that adapts to the company's growth and new market demands.

In this chapter, we present the foundations that have supported our management thus far: the cycle's strategy, the materiality process, and the governance that sustains us. It is a record of what we have built, but also an acknowledgment that

progress reveals new challenges and that our responsibility is to evolve constantly.





Our Ambition

Our ESG strategy reflects the foundation we've built at CI&T over the past 30 years: one of responsibility, long-term thinking, and a disciplined, intentional approach to navigating change.

Sustainability has been part of our journey for more than a decade, evolving alongside the company's growth — from the creation of a dedicated Sustainability area to the consolidation of global structures that integrate governance, diversity, environmental impact, and social responsibility.

As our business expanded internationally, we recognized the need for ESG to be increasingly connected to corporate strategy and to the decisions that will shape CI&T over the coming decades.

Our IPO reinforced this direction, bringing new regulatory responsibilities, higher reporting standards, and rising expectations from our stakeholders.

When we designed the 2022–2025 cycle, our ambition was to strengthen the cross-cutting nature of ESG, expand our global footprint, and establish a robust foundation for metrics, policies, goals, and practices aligned with our business maturity. This ambition continues to guide the next cycle.

We remain committed to making sustainability an increasingly structural element of CI&T,

influencing decisions, shaping processes, reinforcing our social role, and overcoming to global challenges.

Our Approach

The 2022–2025 cycle was designed to consolidate the ESG foundations and start evolving our practices globally and cross-functionally.

Our starting point was the materiality assessment launched in 2022, which defined our priorities, programs, goals, and indicators over the four-year period.

From this foundation, we developed an approach that combined governance evolution, international alignment, process standardization, capability building, and deeper integration across corporate areas and global regions.



Our strategy was centered on three main pillars:

1. Fundamentals

We aimed to strengthen ESG across all regions where we operate.

The creation of the ESG Partners model — with dedicated representatives in different regions— enabled us to reinforce local rituals, enhance governance, and ensure the consistent application of policies and practices worldwide.

This global expansion brought ESG closer to our operations and accelerated initiatives in key markets including the United States, Colombia, Europe, and Asia.

2. Collaboration

We deepened collaboration with Enterprise areas and Business Units. This integration was essential to strengthen policies, consolidate processes, expand training, improve reporting workflows, and ensure continuous assessments of risks, impacts, and opportunities. Our focus was to make ESG a shared responsibility, not an isolated effort.

3. Governance

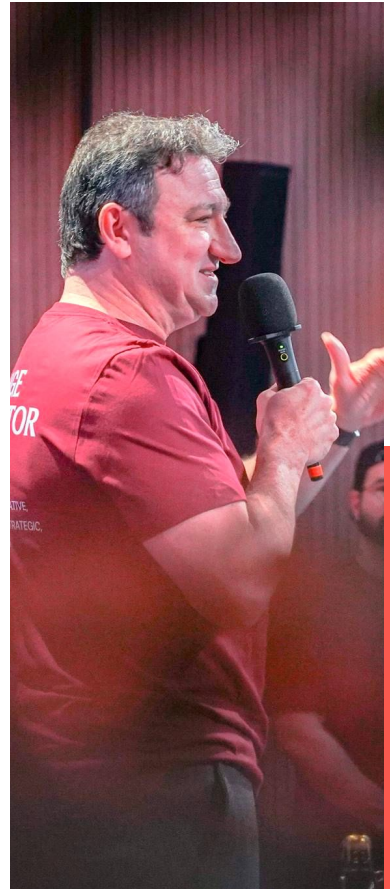
Throughout the cycle, we reviewed and created global policies related to human rights, diversity, environment, conduct, and social responsibility.

We have advanced our global emissions inventory, expanded the monitoring of environmental and social metrics, and aligned our reporting with leading international frameworks such as GRI, and SASB.

We also evolved our governance by establishing the **Nominating & ESG Committee** as a formal body reporting directly to the Board of Directors. This transition from informal working group to a structured committee, ensures that ESG decision-making is integrated into our business strategy.

Together, these actions solidified the maturity of the 2022–2025 cycle and positioned us for the phase ahead.

Our strengthened global structure, enhanced governance, and deeper cross-functional integration create the foundation for progress in areas such as climate, diversity, data protection, sustainable digital solutions, and social responsibility, all essential to the future we aim to build.





The Evolution of ESG

Across three decades,

CI&T's ESG strategy has evolved from voluntary initiatives to a global, integrated, and more strategic approach.

Next, we highlight some of the milestones that have shaped this journey.

- 2000–2005**
Early social initiatives
 Community actions and donation campaigns.
- 2006–2010**
Cultural consolidation
 Diversity and inclusion gain strength.
- 2010–2012**
Creation of the Sustainability area
 Formalization of a dedicated ESG structure.
- 2013–2018**
Internal expansion
 Policies, training, and volunteer programs grow.
- 2019**
First emissions inventory
 Measurement of scopes 1, 2, and 3.
- 2020**
ESG structure development
 Enhanced metrics and early governance.

- 2021**
First ESG Report and UN Global Compact
 Commitment to the Ten Principles and SDGs.
- 2022**
New materiality and start of ESG cycle
 Priority topics defined; alignment with GRI and SASB.

Emissions inventory publication (Brazil)
 First broad disclosure and compensation.
- 2023**
Global inventory and international expansion
 Compensation of global emissions; ESG actions in new regions; SBTi intent letter.
- 2024**
Gold Seal in GHG Protocol
 Recognition of rigor in reporting.

Global expansion of diversity and accessibility
 Strengthened affinity groups and multilingual initiatives.

2025

Global Sustainability Policy
Consolidated ESG principles and responsibilities — building on our learnings to date.

Global Human Rights Policy
Integrated guidelines on ethics, diversity, and human rights as part of our evolving framework.

Conclusion of ESG cycle 2022–2025
Strengthened governance, expanded ESG Partners model, reviewed our current materiality, and identified opportunities for continued growth in the next cycle, with the adoption of double materiality starting in 2026.



ESG Materiality Assessment

To identify the ESG material topics—the themes most relevant to our business and stakeholders— we conducted a comprehensive materiality assessment in 2022/2023. This study analyzed both the actual and potential impacts of our operations and remains the foundation of our sustainability priorities, guiding decision-making across the organization.

The assessment considered internal and external perspectives, sector trends, and global best practices. The process included four steps:

1. Sector Assessment:

Benchmarking industry guidelines and strategic insights in collaboration with the ESG Working Group (WG) and external consultants, leading to the preliminary selection of 15 key themes for CI&T and its sector.

2. Stakeholder Mapping: Identifying priority internal and external relationship audiences. Internal stakeholders include employees, executives, directors, and board members, while external stakeholders encompassed clients, investors, and social organizations.

3. Interview:

Conducting in-depth individual interviews with strategic stakeholders, complemented by a qualitative online survey that gathered insights from 589 participants.

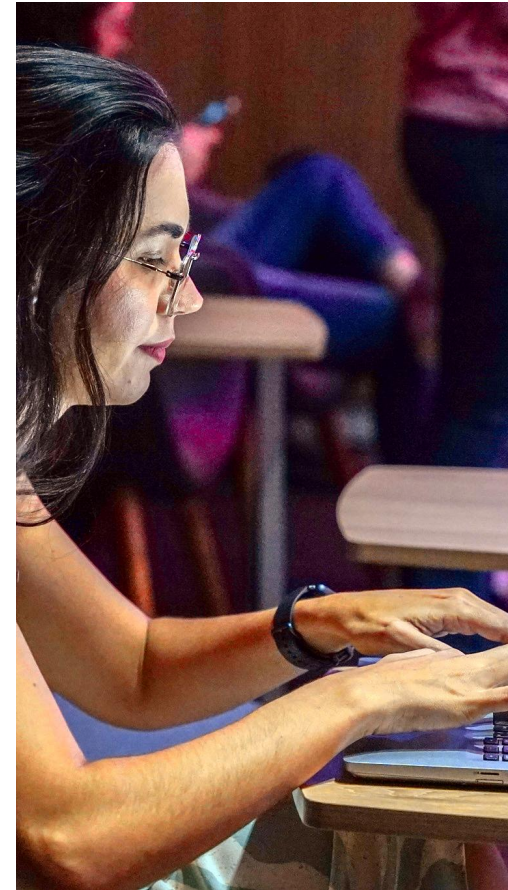
4. Consolidation:

Identifying themes based on internal and external stakeholder perspectives, allowing for the definition of short-, medium-, and long-term priorities. These results were validated by the ESG Advisory Committee and correlated with the United Nations (UN) Sustainable Development Goals (SDGs).

The 10 material themes are organized into three pillars: Governance, Environment and Social (Our People, and Society).

These topics were identified based on GRI Standards and SASB recommendations for the Software & IT Services sector, as well as emerging issues within the global context.

In 2025, we initiated a review of our Materiality Matrix, adhering to our commitment to periodic reassessments. The completion and publication of this updated version are scheduled for the 2026 cycle.





Material Themes

2022–2025

Commitment

Material Topics

Commitment Evolution

2022–2025 Goals

Environmental



Climate Change

Companies should make every effort to minimize their environmental impact and contribute to society’s resilience against the challenges posed by climate change.

Our climate strategy follows a progression from carbon footprint transparency to a formalized commitment to science-based decarbonization:

2022 | Transparency and Foundation:

Public disclosure of our GHG emissions inventory, including historical data since 2019, and offsetting of operations in Brazil.

2023 | Global Scale:

Expansion of inventory coverage to all global operations and offsetting of measured emissions worldwide.

2024 | Strategic Commitment:

Formalization of our commitment to the Science Based Targets initiative (SBTi) to define near-term targets and a trajectory toward net zero.

2025 | Action and Decarbonization:

Initiation of the study to develop science-based targets and a decarbonization plan. The strategy focuses on absolute reductions through renewable energy adoption and value chain engagement. This progression aligns our objective of transitioning to a low-carbon economy with international standards and sustainability practices.

Net Zero Commitment globally

2025

85.0%



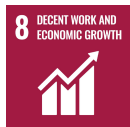
Commitment

Material Topics

Commitment Evolution

2022–2025 Goals

Governance



Operational and Economic performance

Sustaining positive economic performance is crucial for our future and for our stakeholders.

Risks Management

Recognizing that every business has inherent risks, we advocate not avoiding risk entirely but instead overcoming risk through analysis, communication, management, and preventive measures.

Ethics & Compliance

Complying with local laws and human rights regulations is critical for building trust.

Innovation

Tackling environmental issues, such as climate change, waste management, and resource depletion, demands innovative solutions.

Security & data protection

A data breach can adversely affect our business and erode trust in the market.

Our governance journey reflects the consolidation of ethics, risk management, compliance, information security, and data protection as core elements of our global operations.

In recent years, we have integrated these practices into our daily routines, fostering consistency, accountability, and shared standards across the organization.

As a publicly listed company, we have progressively embedded governance topics into our internal processes, focusing on both operational and economic performance. We reinforced this framework by establishing and continuously improving policies that provide a solid foundation for responsible business conduct. Mandatory training on ethics and ESG plays a central role in this strategy, promoting awareness among our people.

This commitment to governance drives our innovation strategy and market offerings. Digital solutions for sustainability was part of how we innovate with our clients, leveraging technology and data to address the complex challenges of integrating ESG topics into strategic business decision-making.

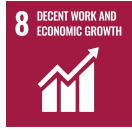
This evolution positions governance as a shared responsibility, supporting informed choices, building trust with stakeholders, and reinforcing our commitment to ethical innovation and long-term value creation.

100% of CI&Ters complete mandatory training on Ethics, Information Security and ESG.

2025

99.6%



**Commitment****Material Topics****Commitment Evolution****2022–2025 Goals****Our People****Attraction & retention**

Creating a secure and conducive workplace is imperative for cultivating a robust and thriving company.

Diversity & inclusion

In societies marked by inequality, technology serves as a pivotal force in diversifying the demographic composition of the workforce and cultivating a broad spectrum of talent for the entire market.

Our D&I and talent acquisition strategy follows a progression from foundational processes to global decentralization and career acceleration for underrepresented groups:

2022 | Foundations and Equity:

Establishment of the D&I governance framework with a focus on salary transparency (pay gap study) and the launch of the PwD Bootcamp, dedicated to the training and inclusion of talents with disabilities.

2023 | Structural Equity and Impact:

Advancement in structural equity through the implementation of the global self-identification survey and the launch of high-impact social programs, such as "Meu Nome, Meu Direito" (support for transgender and travesti people for legal name and gender change).

2024 | Decentralization and Acceleration:

Strengthening of global governance via the ESG Partners model and decentralization of D&I initiatives. Focus on retention and career growth through programs like the Architecture Academy, specifically designed for women and Black professionals.

2025 | Consolidation and Expansion:

Consolidation of Affinity Groups (AGs) governance, expansion of the ESG Partner role, and the launch of the Multiply development program. In the LATAM region, there was a 58% growth in the PwD workforce.

55% URG in the company;

2025**94.9%**

40% URG in leadership;

2025**100.4%**

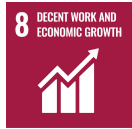
30% women in top leadership positions;

2025**87.3%**

8 + URG Engagement Score¹

2025**100.3%**

¹In 2023, we changed our engagement measurement. Until 2022 we used eNPS and in 2023 we started monitoring pulse survey globally and weekly, on a scale of 0 to 10.

**Commitment****Material Topics****Commitment Evolution****2022–2025 Goals****Society****Education and tech training**

Ensuring greater inclusivity in the tech industry requires active support for educational programs that attract people from diverse backgrounds. Our focus is on developing new talent on technical skills.

Engagement of value chain for social impact

We believe that by continually engaging with our suppliers, customers, employees, and communities, we can foster a culture of innovation, collaboration, and responsibility that benefits all stakeholders.

Our social investment journey reflects a transition from strategic partnerships to a consolidated global operation:

2022 | Strengthening the Ecosystem:

Marked by our joining of the Movimento Tech 2030, we joined forces with 30 organizations to foster technology education and employability for youth from minority groups in Brazil.

2023 | Structure and Innovation:

We launched Ci&T Future Impact, unifying our ESG fronts under a strategic identity. This year was marked by the launch of our annual Social Mentorship program and the success of DEI Match—a platform created in partnership with YDUQS and EMPODERA that reached 7,000 users, connecting underrepresented talent to the market.

2024 | Maturity and Consistency:

We consolidated our projects, ensuring the continuity of mentorship cycles and ongoing support for the networking and training ecosystem, firmly integrating social investment into Ci&T's organizational culture.

2025 | Global Expansion and Scale:

We are celebrating the internationalization of our purpose. The successful Future Impact model has scaled into a coordinated operation across four countries—Brazil, Portugal, the UK, and Colombia—adapting our initiatives to drive social transformation on a global scale.

100k people impacted by social assistance initiatives.

2025

107.3%





CI&T Global ESG Governance Structure

Our global ESG governance aims to adopt best practices and to steer the company toward a positive socio-environmental impact.

In 2025, our governance structure underwent important changes, achieving greater maturity through the co-creation of a new model and increased role clarity, especially within the Diversity, Equity, and Inclusion (DEI) agenda. The structure driving our global strategy is comprised of:

Oversight and Strategy Structures

Nominating & ESG Committee:

An advisory body of the Board of Directors responsible for selecting candidates for the Board,

monitoring the compensation and performance of key leaders, and overseeing the Company's ESG strategy, priorities, targets, and related disclosures.

Execution and Regional Integration

ESG Partners: Strategic professionals dedicated to supporting and executing the global ESG strategy at the regional level (LATAM, North America/Colombia, and the Enterprises context).

This role is crucial for driving DEI projects, analyzing data, and ensuring that ESG priorities are embedded into the local culture and operations. The ESG Partner reports directly to the Strategic Partner of the region, with a dotted line to the Global Head of ESG.

ESG Team: Its mission is to synchronize and coordinate all ESG initiatives within the company, ensuring consistent adherence to legal, compliance, and human resources guidelines.

Culture and Engagement

Affinity Groups: Safe spaces formed by employees with common identities who act as co-builders and ambassadors of the ESG strategy. They strengthen the value "Diversity Empowers Us" and promote a more inclusive workplace with a high sense of belonging.

Integration of Legal and Compliance into ESG Actions

The integration of Legal and Compliance teams into CI&T's ESG framework is a **strategic pillar that ensures the integrity and governance of all our initiatives.**

This continuous collaboration spans multiple fronts, starting with the **validation of Affinity Group (AGs) projects** to ensure they are legally sound and strictly aligned with our Code of Ethics and Conduct.

It also facilitates the global adaptation of internal processes; by partnering with local legal experts in each region, we assess and adjust practices originally developed in Brazil to meet the specific regulatory and cultural requirements of each geography.

Beyond process adaptation, this partnership is essential for the **creation and validation of corporate Policies**, ensuring legal rigor and consistent application across the organization.

This support extends to specialized programs, such as the **Young Apprenticeship Program in Brazil**, where the team oversees everything from partner selection to contract drafting and legislative monitoring.

Ultimately, this integration strengthens our risk assessment and client audit processes, ensuring that CI&T's ESG practices remain fully aligned with governance standards, regulatory requirements, and leading market benchmarks.

CHAPTER 5

GOVERNANCE

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43 Governance Structure

49 Human Rights Ethics and
Compliance

52 Risk Management

54 Information Security and Data
Protection



Our Ambition

Building on three decades of operational excellence, CI&T is committed to the ongoing evolution of our governance processes, ensuring they remain at the forefront of global market standards. Transparency remains a cornerstone of our identity, reflected in the high standards we maintain across our global footprint.

Our objective is to foster a workplace grounded in respect and integrity. A well-established governance framework not only provides the necessary flexibility for a technology company adapting to rapid changes but also ensures a careful and responsible approach to decision-making.

Our Approach

In response to the growing emphasis on governance, we have undertaken a comprehensive reassessment of our strategies to strengthen our commitments for the year.

Throughout 2025, we focused on strengthening our governance processes and policies, building upon the institutional maturity developed over the years of operations.

We adopt corporate governance practices that align with the recommendations for publicly traded companies, following the guidelines set forth by the Brazilian Institute of Corporate Governance (IBGC). Since 2021, we have been publicly traded on the New York Stock Exchange (NYSE).

This listing demonstrates our commitment to transparency, accountability, and operational excellence, as it requires us to meet stringent corporate governance and regulatory compliance standards.

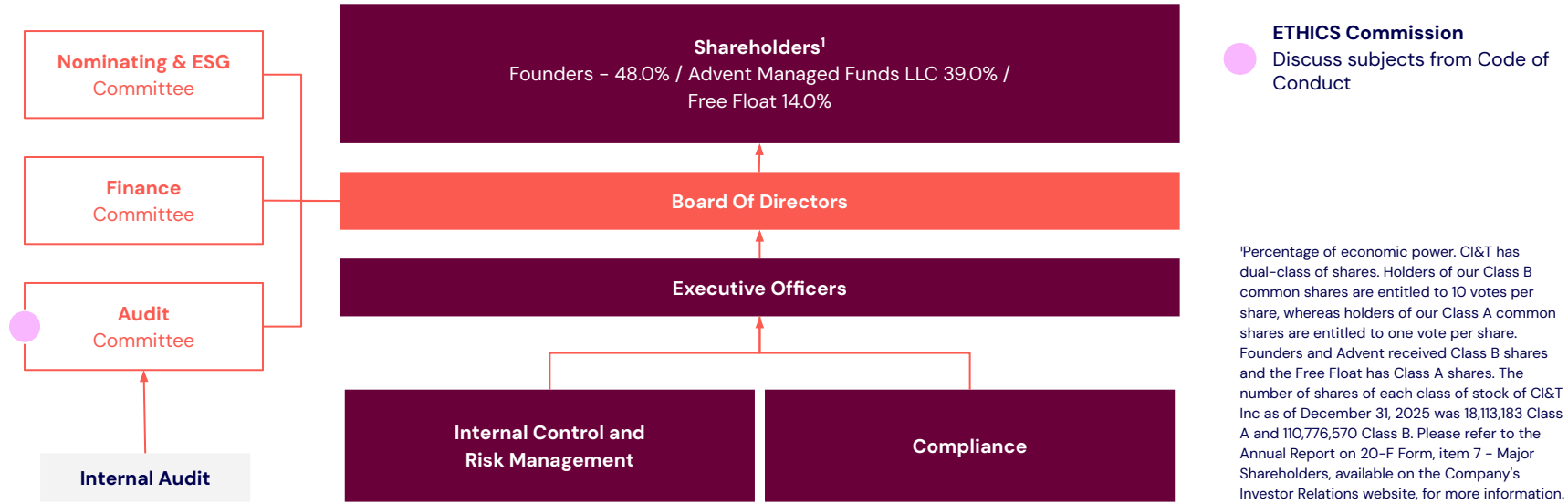
Helpful links:
[Investor Relations webpage](#) ↗





Governance Structure

Our governance structure and hierarchical relationships are illustrated below.





Board of Directors

The current Board Members were elected during the General Shareholders' Meeting on April 30, 2024 for a two-year term ending in April, 2026.



Fernando Matt

Chairperson of the Board of Directors. CI&T co-founder, an experienced executive in the IT industry, and an angel investor in tech and non-tech startups. Mr. Matt is part of the Nominating & ESG Committee. 7 years on the board.



Cesar Gon

Board Member. Founder of CI&T and the CEO since the company's founding in 1995. 7 years on the board.



Silvio Meira

Independent Board Member. Brazilian computer scientist, professor and entrepreneur. Creator of the Recife Center for Advanced Studies and Systems (CESAR). 7 years on the board.



Eduardo Gouveia

Independent Board Member. Investor and board member at start-ups and large companies. Served as CEO of several Brazilian companies in the financial services sector. He also integrates the Finance, Nominating & ESG and Audit Committees. 6 years on the Board.



Maria Helena Santana

Independent Board Member. Worked for the São Paulo Stock Exchange for 12 years, and served as the Executive Chairperson of the Brazilian Securities and Exchange Commission. Mrs. Santana is also part of the Audit Committee, with solid experience in the area. 5 years on the board.



Patrice Etlin

Board Member. One of Advent's global managing partners and member of its executive committee. Mr. Etlin represents Advent as a stakeholder. 7 years on the board.



Carla Trematore

Independent Board Member. Experience in independent audit firms, currently serves as board and audit committee member at public companies. Mrs. Trematore is also part of the Audit Committee and participates in the Nominating & ESG Committee. 3 years on the board.



Brenno Raiko

Independent Board Member. Responsible for investments in the technology sector in Latin America. He also integrates the Nominating & ESG and Finance Committees. 6 years on the board.

Partner¹

Cesar Gon | Founder & CEO

Bruno Guicardi | Founder & North America and Europe President

Bob Wollheim | Partner, EVP

Felipe Brito | Partner, EVP

Leandro Angelo | Partner, EVP

Mars Cyrillo | Partner, EVP

Solange Sobral | Partner, EVP

Stanley Rodrigues | Partner, CFO

Vinicius Martinelli | Partner, EVP

¹The Partner level is classified as Senior Leadership.

Helpful links:
[Investor Relations webpage](#) ↗

Gender Composition

Board of Directors



Partner¹



Age Composition

Board of Directors



Partner¹



■ Between 30 and 50
■ Older than 50



Governance Teams and Responsibilities

General Meeting

The General Shareholders' Meeting serves as a critical forum for discussing and deliberating on strategic matters essential to the company's development and long-term value. During these sessions, shareholders address key topics such as the approval of financial statements, the election of Board members, the distribution of dividends, and other pivotal decisions that shape the company's future.

We value the active participation of our shareholders and foster an environment of transparency, fairness, and accountability. The General Shareholders' Meeting is held annually, following the end of each fiscal year and can be convened whenever necessary for the company's business affairs.

Board of Directors

Our Board of Directors comprises both independent and non-independent members, all of whom possess extensive expertise in our market. Directors are elected through an ordinary resolution by shareholders, in accordance with SEC principles of independence and relevance.

The presidency of the board rotates, and the current chairman, Fernando Matt, serves as a non-independent member. The board's primary responsibilities include overseeing Senior Management and facilitating decision-making across all sectors of the company.

Board members play a crucial role in shaping the company's strategy, analyzing financial performance, and requesting additional information on significant contracts, investments, or partnerships. They are also responsible for appointing members

to the Audit, Financial, and Nominating & ESG Committees. Board meetings are scheduled at least quarterly, ensuring that critical operational concerns are addressed and communicated effectively during these sessions.

Helpful links:
[20-F Form](#) ↗

Audit Committee

The Audit Committee is a committee of the Board and assists the Board in fulfilling its oversight duties related to the quality and integrity of the accounting, auditing, and financial reporting practices of the Company, as well as such other duties as may be required by the Board of Directors.

In this capacity, the Committee is directly responsible for the appointment, compensation, retention, and oversight of our Independent Audit Firm, ensuring

transparency and accuracy in our financial disclosures. The Committee also has several responsibilities related to internal controls and risk management, which include the following key functions:

1. Risk Review and Discussion

Reviews and discusses any significant risks or exposures with both management and the independent auditor. It assesses the measures taken to minimize these risks and evaluates the company and its subsidiaries' policies regarding risk assessment and risk management.

2. Risk Analysis

Analyzes any significant risks or exposures and evaluates the steps management has taken to mitigate these risks effectively.

3. Risk Map Evaluation

Evaluates and monitors CI&T's risk map, as well as the effectiveness and sufficiency of controls, proposing improvements when necessary.



4. Recommendations for Improvement

Proposes recommendations for improvements in the areas of internal control and risk management. Monitors the deployment of these recommendations to eliminate or mitigate identified deficiencies, ensuring the ongoing effectiveness of the internal control environment.

The Audit Committee is composed solely of independent members from our Board of Directors, each possessing financial expertise. This includes Maria Helena dos Santos Fernandes de Santana, who serves as the chairperson, along with Eduardo Campozana Gouveia and Carla Alessandra Trematore.

Helpful links:

[2Q-F Form](#) ↗

[Audit Committee Charter](#) ↗

[Nominating & ESG Committee Charter](#) ↗

Nominating & ESG Committee

The Nominating & ESG Committee consists of Fernando Matt as Chairperson, Eduardo Campozana Gouveia, and Brenno Raiko de Souza.

It is an advisory body of the Board of Directors responsible for selecting candidates for the Board, monitoring the compensation and performance of key leaders, and overseeing the Company's ESG strategy, priorities, targets, and related disclosures.

Key responsibilities include:

1. People Governance and Succession

Manage the full lifecycle of senior leadership, overseeing independence and diversity criteria, recruitment, election, performance evaluations, and succession planning.

2. Compensation Strategy and Incentives

Define and review compensation and benefits policies, establishing corporate goals, KPIs, and share-based incentive plans to ensure the compensation structure aligns with sustainable results and global market best practices.

3. Organizational Culture and Compliance

Foster high-performance culture aligned with corporate values while ensuring the Committee's own effectiveness through regular charter reviews, HR practice audits, and transparent reporting to the Board.

4. Advisory and Oversight Role

Acts in a supportive and oversight capacity, reviewing ESG policies, monitoring best practices, and evaluating public disclosures to ensure environmental, social, and governance initiatives align with corporate strategy.

5. Risk and Performance Monitoring

Responsible for approving ESG risk map and pre-approving corporate donations, the Committee assesses significant sustainability risks and monitors the Company's performance to safeguard its reputation, financial results, and shareholder interests.

Through these efforts, the Nominating & ESG Committee plays a crucial role in **fostering effective leadership and supporting the Company's continued success.**

Finance Committee

The Finance Committee supports the Board of Directors by overseeing CI&T Group's financial operations. Its responsibilities include reviewing monthly performance, analyzing investments and evaluating the annual budget and major business initiatives for growth and profitability.



The Committee meets regularly on a monthly basis and may convene for extraordinary meetings as needed.

Key responsibilities include:

1. Advising the Board and Executive team on the potential impact of global and Brazilian economic conditions on the Group's financial position, opportunities, risks, and strategy.
2. Monitoring monthly financial results and performance indicators, reporting significant deviations to the Board.
3. Reviewing and advising on the annual budget and major business development initiatives.
4. Evaluating investment and divestment transactions, including acquisitions and mergers.
5. Ensuring compliance with financial and project policies, monitoring investment performance and key financial indicators.

6. Overseeing the Group's financial strategy, including debt management, financial leverage and derivatives.

7. Evaluating financial transactions requiring Board approval, focusing on their structure, costs, and alignment with the Group's growth strategy.

8. Conducting regular self-assessments to ensure the Committee's effectiveness.

9. Periodically reviewing and recommending changes to the Committee's operational rules.

10. Reporting to the Board on findings, recommendations, and other relevant matters, maintaining records of meetings and activities.

11. Monitoring key projects aimed at driving growth, market positioning, product development, and profitability.

Attributions and Compensations

CEO Attributions

Our Executive Officers are responsible for the management and representation of the company. We have an experienced management team led by Cesar Nivaldo Gon, our CEO, who has extensive experience in the technology and IT services industry.

As a founder of CI&T in 1995, Mr. Gon plays a crucial role in the company's evolution and success.

He also serves on our Board of Directors, ensuring synergy between executive leadership and governance. On average, our Executives have over 15 years of experience at CI&T, reflecting our commitment to stability in leadership.

Executive Compensation

At CI&T, executive compensation is governed by a cyclical process. The People area leads the evaluation of total compensation for our global executive team, collaborating with external consultants to benchmark our practices against industry standards and ensure we remain competitive in the market.

When changes to fixed compensation and short or long-term incentives are warranted, the People department designs proposals that are then subject to approval by the Nominating & ESG Committee and the Board of Directors. Promotions within the executive team follow a rigorous evaluation process that involves recommendations and approvals from Vice Presidents (VPs), the CEO, the Nominating & ESG Committee, and the Board, according to the promotion level and role seniority.



Importantly, even at non-executive levels, compensation models are developed with input from the CEO and VPs, ensuring alignment across the organization.

Our Executive Team Compensation, along with certain other eligible positions, includes Long-Term Incentive Programs (LTIPs) that foster a sense of ownership and align the interests of our leaders and shareholders with the long-term goals of the company. This collaborative approach empowers us to achieve our objectives while maintaining a competitive compensation framework.

Compensation Clawback Policy

Our Compensation Clawback Policy establishes guidelines for the recovery of incentive-based compensation that has been erroneously awarded to executives.

This policy applies to our CEO, CFO, Vice Presidents in charge of a principal Business Unit, division, or function, officers and board members.

Each Executive Officer shall repay or forfeit, to the fullest extent permitted by law and as directed by the Nominating & ESG Committee of the Company, any compensation (that is granted, earned or vested based wholly or in part upon the attainment of a Financial Reporting Measure, such compensation, the "Awards") received by this person during the three completed fiscal years immediately preceding the date that the Company is required to prepare an accounting restatement described.

Any violations of this policy, or any other company regulations, must be reported through our Ethics Portal. Such violations could result in a breach of contract with the involved executive.

This policy underscores the significance of accountability and ethical conduct in our financial practices, particularly regarding bonus structures and incentive returns.

Helpful links:

[Compensation Clawback Policy](#) ↗

Ethics Commission

The Ethics Commission is responsible for the oversight and investigation of all complaints submitted through our Ethics Reporting Channel, which is managed by a third-party vendor.

To continuously improve our processes, the Ethics Commission holds regular meetings, where they assess and enhance our complaint management procedures, policies, practices, and educational initiatives. Furthermore, the Compliance

Department provides regular updates on the status of the compliance program to the Audit Committee.

This reporting ensures transparency in the flow of the Ethics Reporting Channel, including details on the number and types of complaints received, as well as the average time taken to resolve them. By fostering a culture of accountability and ethical conduct,

The Ethics Commission is dedicated to maintaining the integrity of our organization and ensuring that all concerns are addressed promptly and effectively.



Human Rights, Ethics and Compliance

Over our thirty-year history, CI&T has strengthened an integrity system grounded in ethics, compliance, and respect for human rights, which guides our decisions, business relations and corporate conduct.

As our global presence has expanded, we have evolved the structure of these commitments through **policies, processes, and governance mechanisms** fully integrated into the company's management. Our practices are aligned with the Universal Declaration of Human Rights, and we are signatories to the

United Nations Global Compact – Brazil Network. In line with its first two principles, we ensure that our operations respect internationally recognized human rights and act proactively to prevent any involvement in violations.

In 2025, we advanced this commitment with the consolidation of **CI&T's Global Human Rights Policy**. Approved by the Board of Directors and applicable across the entire business, the Policy establishes clear standards of conduct, provides guidance to employees and stakeholders, and contributes to risk mitigation, reinforcing a safe, inclusive and respectful work environment.

These principles are embedded in our internal policies, procurement processes and relationships with suppliers, reinforcing ethical practices and consistent standards of conduct throughout our operations and value chain. This alignment is an integral part of our integrity system and is directly connected to the company's Compliance Program.

CI&T's Compliance Program supports the practical application of our commitments to ethics, **good-faith conduct, and the protection of human rights**. It guides the actions of the company and its employees, ensuring compliance with applicable laws, regulations, and internal policies, as well as with the ethical standards expected in our business relationships.

Our Global Compliance Program is structured around eight pillars:

1. Code of Ethics and Conduct and Policies
2. Communication and Training
3. Ethics Reporting Channel
4. Internal Investigations
5. Due Diligence
6. Senior Management Support
7. Risk Management and Internal Compliance Controls
8. Internal Audit

These pillars guide the prevention, detection and remediation of risks, contributing to the promotion of a safe and ethical work environment across all our operations.

We further reaffirm our zero-tolerance approach to human rights violations through our Modern Slavery Statement, aligned with the UK Modern Slavery Act 2015. We strictly prohibit child labor, forced or involuntary labor and human trafficking throughout our operations and supply chain, as well as any form of harassment, discrimination, intimidation or violence.

The principles of the Compliance Program are anchored in the values set out in CI&T's Code of Ethics and Conduct, which is publicly available and establishes the expected standards of behavior for employees, partners and other stakeholders.

Helpful links:

[Governance documents](#) ↗

[Our U.K. Modern Slavery Act](#)

[Transparency Statement](#) ↗

[Global Human Rights Policy](#) ↗



Code of Ethics and Conduct and Ethics Training

We believe that ethics should be the foundation of all our interactions. For this reason, our Code of Ethics and Conduct represents our values and culture and outlines the attitudes and behaviors we expect from all our employees.

This document serves as an essential guide, supporting daily decision-making. In addition, we maintain a set of compliance policies that establish guidelines, directions, and limits for actions across our processes, which must be followed by all our stakeholders.

On their first day, all new CI&Ters are introduced to the Code of Ethics and Conduct, our main compliance policies, and the Ethics Reporting Channel. Furthermore, all employees

are required to complete **annual mandatory Ethics, Information Security, and ESG training**, accessible on our internal e-learning platform.

As part of our commitment to enhancing engagement across the organization, we provide training and promote ongoing discussions about ethical considerations, the reporting channel, and key themes from our compliance policies.

Anti Corruption and Conflict of Interest

In order to establish clear rules about corrupt practices and **conflicts of interest**, we have **Anti-Corruption, Conflict of Interest and Gifts, Hospitality, and Entertainment Policies**. Furthermore, we establish clear guidelines for **Related-Party Transactions** and Fair Competition. All policies are [publicly available](#).

The Compliance team has a communication and training plan **designed to ensure that CI&Ters understand and adhere** to the Code of Ethics and Compliance Policies.

All team members are instructed to act ethically and in compliance with the law, **ensuring the integrity and reputation of the company**.

Additionally, all CI&Ters **who have interactions with public officials** are required to complete **Anti-Corruption training**. Finally, all CI&T employees sign and accept the Code of Ethics and Compliance Policies, **of which the Anti-Corruption Policy is a key component**.

At the time of this report, we have not experienced any monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.

Ethics Reporting Channel

To report ethical violations or non-compliance, we have an [Ethics Reporting Channel](#), hosted by NAVEX, which operates globally **24 hours a day, seven days a week**, and is open to **anyone worldwide**.

This platform provides whistleblowers with the option to submit their complaints anonymously or with identification, and all reported cases are properly analyzed and investigated.

Complaints may cover a variety of issues, including, but not limited to, harassment, discrimination, retaliation, conflicts of interest, misuse of company resources, fraud, among others. Each complaint is investigated in accordance with our internal procedures. In addition to the Ethics Commission previously mentioned, we also rely on an



Ethics Squad, as well as internal investigators who have received specialized training to ensure proper investigatory practices before they work on cases.

The company may choose to engage external third-party companies to assist in the investigation process when necessary. All complaints are investigated confidentially, ensuring equitable treatment throughout the process.

We firmly prohibit any form of retaliation against whistleblowers acting in good faith, and we consider such actions a violation of the Code of Ethics and Conduct. Our **Ethics Reporting Channel Investigations and Non-Retaliation against the Whistleblower Policy** is [publicly available](#).

At the time of this report, we have not received any allegations related to accounting fraud, money laundering, corruption, terrorism financing, slavery, forced or

child labor, human trafficking, violations of the right of association or collective bargaining, or gender pay inequality.

Supplier Due Diligence and Responsible Procurement

CI&T applies a structured supplier due diligence process as part of our integrity and compliance framework. All potential partners undergo a registration and initial evaluation that considers financial, tax, labor, social, environmental, and technical aspects.

Finalist suppliers and those identified as higher compliance risks are subject to additional procedures involving our Compliance team. For purchases of significant value, we require approval from professionals with

seniority levels appropriate to the transaction, following locally defined thresholds. The rights and obligations of CI&T and its partners are formalized through legal instruments, guided by applicable legislation and **our Code of Ethics and Conduct for Third Parties**. Selection processes are conducted transparently to ensure equitable conditions. We value fair competition and apply consistent ethical standards in all commercial relationships.

Suppliers are expected to act in alignment with our values and internal standards, specifically regarding:

- **Compliance with all applicable laws**, regulations, and environmental protection standards.
- **Prohibition** of fraud, corruption, child labor, and forced labor or practices analogous to slavery.
- **Respect** for human rights and responsibility for the health and safety of their workforce.

• **Commitment to reporting misconduct through CI&T's Ethics Reporting Channel** (ethics.ciandt.com).

All suppliers must formally acknowledge our Code of Ethics. During onboarding, we also request information regarding diversity, equity, and inclusion (DEI), as well as governance and environmental practices. This information supports more informed procurement decisions and encourages engagement with partners aligned with responsible business conduct.

While CI&T does not currently maintain a formal supplier diversity program, we proactively seek to identify and engage diverse suppliers as part of our broader commitment to ethics, inclusion, and sustainability.

Helpful links:
[Code of Ethics and Conducts for Third Parties](#) ↗



Risk Management

Since its IPO in 2021, CI&T has maintained a robust Internal Control over Financial Reporting (ICFR) framework, supporting compliance with the Sarbanes-Oxley Act (SOX) and SEC regulations.

In 2024, we expanded this governance by implementing an Enterprise Risk Management (ERM) structure. This evolution integrated the identification, assessment, and treatment of operational and strategic risks, strengthening organizational resilience and supporting business continuity in alignment with our established SOX environment.

Throughout 2025, we continued to enhance our risk and control maturity through ongoing monitoring activities, the refinement of key indicators, and the implementation of mitigation plans.

This progress has strengthened ownership and accountability among process owners and control operators, reinforcing a culture of risk awareness and control discipline. For further details on our risk mapping, please refer to our [20-F Form](#).

Training & Capacity Building

To foster a robust risk management and internal controls culture, we provide targeted training for CI&Ters in critical roles. A key highlight of 2025 was "SOX Day," a full-day event featuring presentations by leading professionals.

These initiatives ensure our team possesses the necessary expertise to maintain a mature control environment, directly reflecting the reliability of our financial reporting.

Technology & Systems

Our ERP (Enterprise Resource Planning) system serves as a primary accelerator for risk management. By integrating our risk policies and guidelines directly into the platform, we have achieved:

Real-time Visibility: Instant monitoring of controls, risks, and their interconnections.

Automation & Efficiency: Streamlined workflows that reduce manual errors and enhance the management of financial statement risks.

Auditability: Detailed records that facilitate seamless audits and reviews by regulatory bodies.

This technological integration promotes greater transparency and reinforces the trust of our stakeholders, ensuring CI&T remains at the forefront of regulatory compliance.





Main Risks

The main risk categories managed consist of:

• **Strategic Risks:** Risks related to decisions made by Senior Management, which can lead to significant economic losses or even business discontinuation. Key factors include Planning, Governance, Innovation, Market Communication, and ESG considerations.

• **Operational Risks:** These arise from failures in internal processes and controls, potentially causing inefficiencies and reputational harm. Important areas include Human Resources, Purchasing, Supplier Management, and Technology-related risks like cybersecurity.

• **Compliance Risks:** Possibilities of incurring legal, financial, or reputational penalties due to non-compliance with laws and internal policies. This includes regulatory issues, conflicts of interest, and corruption.

• **Financial Risks:** Risks stemming from financial operations that may lead to losses due to cash mismanagement, liquidity issues, or market fluctuations. This encompasses debt management and financial reporting.

Helpful links:
[Risk Management Policy](#) ↗
[20-F Form](#) ↗

Operational Resilience & Business Continuity

CI&T has an established Business Continuity and Disaster Recovery (BCDR) framework designed to protect our personnel, essential systems, and client operations. We maintain a Disaster Recovery Plan that includes specific scripts to manage different scenarios, prioritizing the safety of our people

and the restoration of activities in the shortest possible time to support business continuity.

To maintain its effectiveness, we work to identify man-made risks and conduct periodic testing of our recovery strategies. This plan is reviewed and tested by CI&T annually, or whenever significant organizational changes occur.

Scenario Planning & Strategy

The recovery plan addresses various levels of criticality, including a worst-case scenario involving a prolonged loss of vital infrastructure—such as power, telecommunications, and water—as well as the unavailability of key personnel.

This strategy is based on the technical expertise required for execution, with protocols managed by the respective leaders of each operational area.

The framework encompasses critical hardware, software, and data, though it does not cover extreme events such as civil war or terrorism.

During 2025, CI&T maintained a seamless operational record:

- We recorded no service interruptions or customer downtime impacting business performance.
- No activation of the recovery plan was required.
- No operating restrictions in the countries where we operate.



Information Security and Data Protection

As a global digital transformation company, information security and data protection are essential enablers of trust, resilience, and sustainable growth across all regions where we operate.

Our approach to information security is guided by a robust governance framework and embedded into our culture and daily operations.

The Information Security Policy, which forms part of CI&T's Code of Ethics and Conduct, establishes the principles and standards that guide our practices, safeguard client and company data, and support a secure and responsible work environment.

This policy is reviewed regularly to ensure it remains effective in

addressing emerging risks and an evolving cybersecurity landscape. Our Information Security team operates through an integrated model focused on three core pillars:

- **Prevention:** The implementation of security controls and safeguards aligned with industry best practices and informed by the Tactical Techniques and Procedures (TTPs) of malicious actors worldwide.

- **Monitoring:** Continuous oversight through event analysis, alert reviews, and proactive threat-hunting activities, ensuring constant vigilance across our environment.

- **Response:** Rapid and structured incident response, supported by a Security Operations Center (SOC)

that receives and processes alerts for every detected security event, enabling timely remediation and impact mitigation.

All security incidents are formally reported to Internal Security for appropriate handling and investigation. Depending on the nature of the incident, this process may involve coordinated action with other areas, including Human Resources, IT, and Legal, ensuring a comprehensive and consistent response.

In addition to internal capabilities, CI&T maintains dedicated teams focused on data privacy and information security and has established strategic partnerships to support SOC monitoring, anti-malware protection, intrusion detection, and regular security testing.

Our technology environment is monitored continuously, 24 hours a day, seven days a week.

As a result of these efforts, during the current reporting period, CI&T recorded **zero material data breaches, no instances of user data being repurposed, and no financial losses related to information security incidents.**

We also confirm that we did not receive any requests for user information from law enforcement authorities during this period.

Our security framework is aligned with internationally recognized standards and methodologies, including **ISO 27001, MITRE ATT&CK, and NIST**. We ensure compliance with applicable data protection regulations in the jurisdictions where we operate, including **LGPD, GDPR, and CCPA**.



CI&T's Information Security Management System (ISMS) has been strengthened through continuous refinement of processes and controls,

advancing the maturity of our information security practices. As part of this journey, a pre-audit conducted in 2024 confirmed the readiness of our controls and requirements, followed by an external audit that validated CI&T's ISO 27001:2022 certification.

Business continuity and operational resilience are also integral components of our security strategy. Beyond formal policies, we maintain documented processes, norms, and contingency

plans designed to ensure continuity of operations, including outside regular business hours. These guidelines support consistent responses to security events and help mitigate risks across the organization.

Employee awareness and engagement are critical to the effectiveness of our security posture. To strengthen our security culture, we implement ongoing initiatives, including:

- **100% of employees trained in Security and Data Protection.**
- Regular security awareness campaigns shared via email and internal communication channels.
- Simulated phishing exercises and educational content distributed to employees, partners, and clients.

We also provide multiple channels for reporting security incidents, including chat, email, a dedicated

incident management tool, and an internal website. Our security program and risk management practices are reviewed annually and supported by regular risk assessments that consider the external cybersecurity landscape, regulatory requirements, customer expectations, and lessons learned from past events. These reviews enable continuous improvement, optimized resource allocation, and prioritized risk mitigation.

At CI&T, **data privacy** is a core element of our corporate governance and a fundamental priority across the organization. We remain fully committed to complying with all applicable data privacy laws and regulations in every jurisdiction in which we operate.

To ensure transparency and accountability, CI&T maintains a comprehensive **Data Privacy Program** and a **Data Privacy Policy**, both publicly available on our [Investor Relations Portal](#).

We believe that **transparency is essential** to reinforcing the trust placed in us by our clients, partners, and investors and **reflects the importance we attribute to data protection and responsible data management.**

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CHAPTER 6

ENVIRONMENTAL



Our Environmental Journey

Building on three decades of institutional knowledge,

our environmental journey reflects CI&T's commitment to evolving alongside a shifting global landscape.

Environmental responsibility has gradually become part of how we grow, operate and make strategic decisions. Our environmental journey began in 2009 with the creation of the Sustainability area.

Since then, we have progressively strengthened governance structures, policies and practices aimed at

managing environmental impacts and supporting responsible growth. Since 2022, we prioritized the quantification of our climate impact by initiating greenhouse gas (GHG) emissions accounting and conducting retrospective inventories back to 2019.

We adopted the GHG Protocol as our methodological standard, began publicly disclosing environmental data and commitments, and strengthened our participation in external assessments such as CDP and EcoVadis.

This work initially focused on Brazil, where most of our workforce and operations are located, established the foundation for expanding coverage across our global operations.

In 2023, we expanded the scope of our emissions inventory to additional regions, refined the mapping of emission sources and conducted a structured gap assessment on material environmental topics.

These efforts supported the development of action plans, the formalization of CI&T's Global Environmental Policy and the launch of internal learning initiatives focused on climate and sustainability.

By 2024, we initiated formal alignment with science-based targets, marking a strategic shift from a compensation-focused approach toward the definition of robust emissions reduction targets and a long-term decarbonization pathway.



Our Ambition

We are committed to mitigating our environmental impacts while **fostering a responsible business culture grounded in ethics, compliance and respect for human rights.**

As a global technology company, our ambition is to grow responsibly by integrating environmental considerations into our strategy, operations and offerings.

The increasing frequency and intensity of climate-related events reinforce the urgency of advancing climate action. In this context, we seek to contribute to the transition to a low-carbon economy by adopting science-based targets, strengthening governance and promoting solutions that support

both our operations and our clients in addressing environmental challenges.

Sustainability is a strategic pillar of CI&T's mission to create a better tomorrow through technology.

We aim to generate long-term value by combining innovation, environmental responsibility and resilience in the way we operate and deliver impact.

Our Approach

In 2025, our environmental agenda focused on execution, translating strategic decisions made in previous cycles into concrete actions.

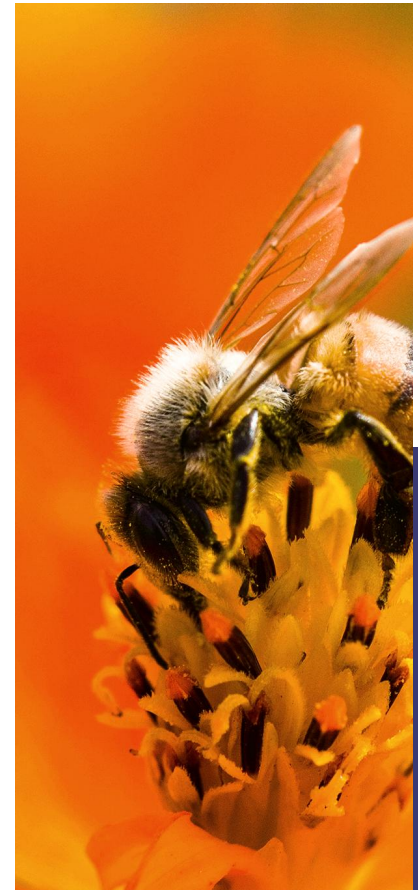
We advanced the implementation of our emissions reduction targets and Decarbonization Plan, developed with external technical support and

approved by the ESG Committee and the Board of Directors. We conducted our global greenhouse gas (GHG) inventory for the third consecutive year, maintaining methodological consistency and data quality, and once again achieved the Gold Seal under the guidelines of the *Registro Público de Emissões*.

In line with our reduction-first strategy, we initiated pilot actions to support emissions reductions in practice, including an urban mobility partnership in Brazil— where most of our workforce is located—designed to encourage more sustainable commuting.

Throughout the year, we also strengthened internal engagement and technical capabilities, reinforcing the integration of environmental responsibility.

Helpful links:
[Public Registration Emissions](#) ↗





Our Climate Strategy

Our decarbonization journey advanced significantly over the course of 2025.

With the support of an external consultancy, we developed greenhouse gas (GHG) emission-reduction targets across all scopes and structured a Decarbonization Plan with defined actions, milestones, and clear accountabilities to support the achievement of these targets. This set of targets and the associated plan was discussed and approved across different governance levels

— including the ESG team, the Nominating & ESG Committee, and ultimately the Board of Directors — reinforcing the alignment between climate priorities and the company’s corporate strategy.

Our targets are currently under submission to the Science Based Targets initiative (SBTi), a global initiative that supports companies in setting science-aligned emissions reduction targets aimed at limiting global warming to 1.5°C and progressing toward net-zero emissions by 2050.

In parallel, we strengthened ongoing initiatives and launched additional actions focused on emissions reduction,

reflecting our commitment to mitigating the climate impacts associated with our operations.

These initiatives address areas such as corporate mobility, the use of renewable energy, energy efficiency, and the optimization of technological infrastructure.

We recognize that decarbonization is a collective effort.

Therefore, we continue to advance the integration of a sustainability perspective and climate considerations into our corporate strategy, engaging employees, partners, and other stakeholders throughout this journey.

Sustainability Timeline

- **2019**
First GHG emissions inventory – Scope 1, 2 and 3.
- **2022**
First year publicly disclosing the emissions inventory, including previous years / We offset all emissions from our Brazilian operations for 2022.
- **2023**
We released the global emissions inventory for the first time / We offset all measured emissions globally.
- **2024**
Submission of Letter of Intent to SBTi to set near-term and net zero targets.
- **2025**
Study of Scopes 1, 2 and 3 to set near-term and net zero targets aligned to SBTi.



Our Carbon Reduction Actions

We are committed to reducing our greenhouse gas (GHG) emissions, with a particular focus on Scopes 2 and 3, which account for the majority of our emissions. Our actions prioritize emissions reduction at the source and reflect efforts implemented across our operations, mobility practices, and technology infrastructure.

Engaging people

CI&T offers a dedicated learning pathway on its virtual training platform focused on climate and sustainability topics. The pathway covers themes such as the climate crisis, corporate commitments, and the company's climate strategy. Participants have access to curated resources, including masterclasses, articles, and external courses related to green software and climate change. The **Green Coding** training is key,

which provides practical guidance on developing and operating digital solutions more efficiently and with a lower environmental footprint.

Sustainable fuels

We promote the use of cleaner fuels by providing electric vehicle (EV) charging stations at our Campinas headquarters and Belo Horizonte office. These facilities, which house the majority of our Brazilian workforce, offer charging access to all employees. For our fleet vehicles and cars rented for business trips, the guidance recommend to use ethanol, as detailed on our internal website.

Renewable electricity

100% of our energy consumption in brazilian offices, as well as energy consumed in remote work arrangements in this region, was covered by clean and renewable sources.

This was achieved through I-RECs – certificates that are part of a global system for tracking and verifying the renewable origin of energy. In our largest offices in Brazil, where the majority of our workforce is located, the building management sources energy from clean and renewable suppliers.

Cloud-based company

We operate as a cloud-based company, **with +95% of our relevant corporate data stored and managed in the cloud.** This strategic approach not only enhances our operational efficiency but also significantly contributes to our sustainability efforts. By leveraging cloud technology, we minimize the need for on-premises data centers, resulting in substantial energy savings and reduced carbon emissions. Cloud services optimize server utilization and energy consumption, leading to

a lower carbon footprint compared to traditional IT infrastructures.

Ecomilhas

Ecomilhas is a program designed to incentivize low-carbon mobility by rewarding sustainable commuting choices—including walking, cycling, public transport, charter shuttles, and trips made in electric or ethanol- fueled vehicles. Participants accumulate "urban miles" that can be redeemed for a curated set of benefits.

We launched a pilot program with employees at our Campinas headquarters and the surrounding region, covering all work arrangements (on-site, hybrid, remote and business related travel).

The program's goal is to encourage a shift toward more sustainable mobility and, consequently, reduce CO₂ emissions associated with employee commuting and corporate travel.



Carbon Footprint

CI&T maintains a consistent and structured approach to measuring greenhouse gas (GHG) emissions, with transparency and methodological consistency as key pillars of the process.

Our carbon footprint covers Scopes 1, 2, and 3 and includes emission sources relevant to our industry, following the GHG Protocol methodology and ensuring data comparability over time.

For the fourth consecutive year, our inventory was submitted to the [Public Emissions Registry](#), Brazil's largest platform for the disclosure of corporate greenhouse gas inventories, and received the **Gold Seal of Quality awarded by the Brazilian GHG Protocol Program**.

This recognition reflects the reliability of our measurement processes and the quality of the information disclosed.



In 2025, we obtained a value of

0.94 tCO₂e

of emissions per employee*, Despite the expansion of our Scope 3 accounting, our Brazilian operations—representing our largest workforce—maintain a highly efficient carbon intensity of just **0.73 tCO₂e** per employee.

*This indicator represents the sum of scopes 1, 2, and 3 per employee.



Our Carbon Numbers

The information presented next outlines CI&T's GHG organized by scope, providing context for the analysis of the main emission sources and supporting the interpretation of data disclosed.

Scope 1 and 2

Scope 1 and Scope 2 emissions, for 2025, account for **3.5%** of CI&T's total greenhouse gas emissions.

Scope 1 emissions include fugitive emissions, mobile combustion, and stationary combustion associated with the company's operations.

Scope 2 emissions refer to indirect emissions related to the consumption of purchased electricity, calculated using the market-based method.

Scope 3

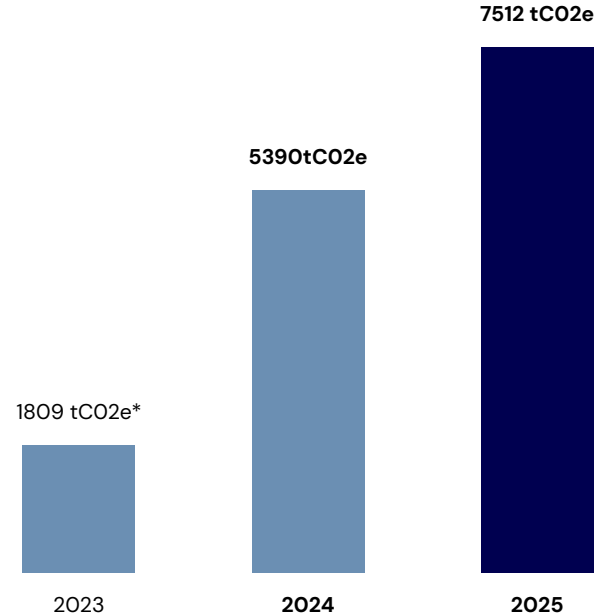
The majority of CI&T's emissions, in 2025, originate from Scope 3, which comprises indirect emissions across the value chain and represents **96.5%** of total emissions.

The main contributing category is purchased goods and services, reflecting a deeper mapping of our supply chain. Business travel and employee commuting remain significant, which also include emissions associated with energy consumption by employees working remotely.

The increase in our total reported emissions for 2025 is primarily driven by a broader and more granular mapping of our supply chain (Purchased Goods and Services), which now represents nearly 70% of our footprint. This underscores the strategic need to engage our suppliers in order to manage this significant portion of our emissions.

Emissions

Evolution of GHG emissions (2023–2025)



*FY2024 emissions were recalculated to include additional sources and improve data completeness, in alignment with Science Based Targets initiative requirements.



Energy Consumption

CI&T's energy consumption management considers the characteristics of a distributed work model, with operations across owned offices, shared spaces, and remote work arrangements.

Throughout 2025, we continued to apply practices aimed at ensuring the use of clean and renewable energy sources, as well as the consistency of the estimates used for reporting and greenhouse gas emissions inventory purposes.

In CI&T's largest offices in Brazil, electricity is sourced from clean and renewable energy suppliers. For locations where shared spaces are used, such as coworking facilities, we apply an energy consumption estimation system based on the occupied area and the frequency of use by CI&Ters.

Considering that approximately **64% of our workforce operates under remote work arrangements**, we include domestic energy consumption in our renewable energy approach.

As a result, we extended renewable energy coverage to 100% of the estimated consumption of employees working from home through the acquisition of I-RECs.

The estimation of domestic energy consumption considers the use of electronic equipment, lighting, and climate control systems during working hours. This estimation is conducted globally and integrated

into the GHG Inventory under Scope 3. In addition, we maintain a partnership with a third party that offers a benefit to employees in Brazil, connecting users to renewable energy sources and enabling discounts on residential electricity bills.

In 2025, **195 employees utilized this benefit, resulting in an estimated reduction of 13.65 tCO₂e (equivalent to planting 1,707 trees).**

Additionally, the initiative enabled the compensation of **350 MWh** of electricity consumption through clean energy credits over the year.

0.18 MWh/CI&Ter

Considering the energy consumption CI&T offices.

Helpful links:
[Redemption Statement](#) ↗

■ CI&T offices ■ Remote workers

2023



2024



*This year, only the energy used by laptops was taken into account.

2025



Percentage of energy from renewable sources in 2025: 72%.

*This percentage accounts for energy purchased on the free market from renewable sources across the three largest offices in Brazil.



Water and Waste Management

Water and Sewage Management

CI&T maintains ongoing practices to promote the efficient use of water in offices under its operational control. These practices include monitoring water consumption in our main offices in Brazil, the adoption of automatic faucets with flow timers, and the use of dual-flush toilet systems.

The buildings where these offices are located also maintain complementary initiatives, such as rainwater harvesting systems for use in restrooms. Sewage generated at

these facilities is treated through Effluent Treatment Stations (ETEs) or septic tanks with biodigesters, in compliance with applicable legislation.

Our offices are located in regions with different levels of water security: a low level for Curitiba and Belo Horizonte, and a medium level for São Paulo and Campinas, according to the Brazilian Water Security Index published by the Agência Nacional de Águas e Saneamento Básico.

In 2025, total water consumption in CI&T offices under operational control in Brazil amounted to

11.89 ML*.

Waste Management

At CI&T, waste generation occurs primarily in office environments and is managed through selective waste collection systems, in line with the procedures adopted by the buildings or coworking spaces where we operate.

Our focus is on waste reduction at the source and responsible disposal, consistent with the nature of our operations.

In this context, we maintain initiatives that include:

- Reducing the use of disposable items by encouraging the use of reusable cups and mugs;
- Digitizing documents and adopting corporate electronic signature systems, reducing paper consumption;

- Ensuring the proper management of electronic waste, with dedicated collection points in offices, donation of equipment in good condition, and disposal through specialized companies when applicable.

In 2025, these practices remained stable, with no material changes compared to previous years.

*Historical data correction: 2024 water consumption adjusted from 0.0137 ML to 13.72 ML (13,720 m³) due to a conversion/decimal separator error. The water consumption mentioned refers to the offices where we have operational control in Brazil and where the majority of our employees are located. We do not have control over the water consumption in our global offices, as most of them are situated in co-working spaces. The water consumed is supplied by utility companies and provided to CI&T by the condominiums where we are located. We do not calculate water disposal, as the usage is strictly limited to the office environment and is not utilized for any other type of process.



Certifications

As we advance toward a low-carbon economy, our global offices serve as a tangible reflection of our environmental commitments. By selecting workspaces that hold world-class certifications and prioritizing renewable energy, we ensure that

our operational footprint aligns with our long-term sustainability goals.

Helpful links:

[ISO 14001](#) ↗

[LEED PLATINUM BH](#) ↗

[WELL HEALTH-SAFETY RATING](#) ↗

[Energy Star](#) ↗

[LEED GOLD Oakland](#) ↗

Certified Global Infrastructure:

Currently, 32.0% of our offices hold prestigious environmental certifications. This includes our Brazil-based hubs, which feature ISO 14001 and LEED Platinum standards, as well as our Bogotá co-working space, which maintains LEED Gold status.

Strategic Energy Procurement:

Our largest operations in Brazil (Campinas, São Paulo, and Belo Horizonte) operate within the Free Energy Market (Mercado Livre de Energia). This allows us to procure 100% of our power directly from clean and renewable energy suppliers.

Holistic Well-being & Safety:

Our Oakland facility leads our international standards with both LEED Gold and the WELL Health-Safety Rating, ensuring that environmental stewardship goes hand-in-hand with employee health and safety.

Sustainable IT Lifecycle:

We embed energy efficiency into our core digital operations. 100% of our notebook fleet is Energy Star certified, meeting international consumption standards and reducing the indirect impact of our global workforce.





CHAPTER 7

OUR PEOPLE

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Engagement & Retention

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79 Diversity, Equity and Inclusion



30 Years Building a People-Centered Culture

At the heart of CI&T's long-standing success is the understanding that our growth is fundamentally linked to the talent and dedication of our people.

Since our early days, we have prioritized collaboration and a diversity of perspectives as essential elements for navigating change and scaling our business.

As we expanded across different geographies and contexts, our focus evolved toward maintaining meaningful connections.

CI&T has intentionally fostered spaces for dialogue and learning, ensuring alignment and a shared purpose.

We believe that leadership, collaboration, and a sense of belonging are built through proximity and shared experiences.

This evolution reflects our core beliefs: "collaboration is our superpower" and "diversity strengthens our collective intelligence."

These principles have guided our decisions over time and continue to shape how we invest in our people today.



Our Ambition

We are dedicated to nurturing an inclusive workplace that champions excellence and collaboration, while empowering individual aspirations.

By providing high-quality employment, tailored career development, and a culture of continuous learning and innovation, we foster a community where everyone can excel. **We recognize that embracing unique identities and backgrounds allows us to innovate and grow together.**

Our Approach

To sustain our growth, we continuously evolve our People model, balancing strategic design with local execution. This structure enables us to achieve scale and speed without losing the vital proximity to our teams.

Active listening remains a fundamental pillar of this evolution.

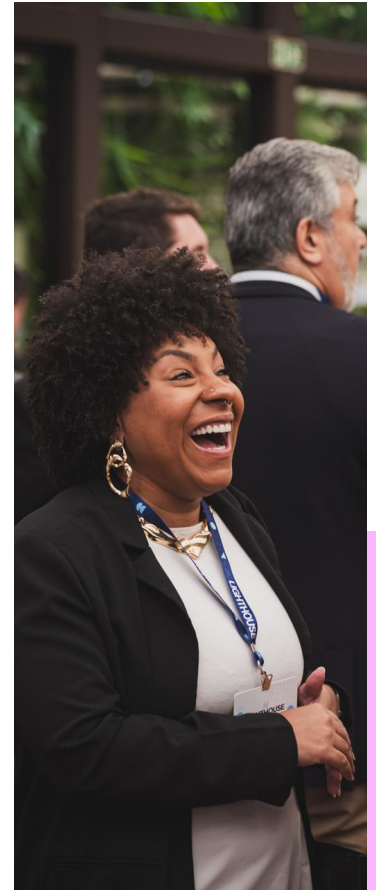
We utilize independent assessment tools to strengthen trust and gain actionable insights into engagement levels worldwide. These data-driven perspectives guide our decisions, ensuring our practices remain relevant to local contexts.

Career development is equally vital.

Our internal framework, shaped by our history and market transformations, emphasizes clarity and fairness while minimizing subjectivity.

Looking ahead, **we are integrating AI and internal innovation to create more empowering talent experiences.**

By combining structured learning journeys with hands-on experience, we promote long-term employability and social impact, ensuring our workforce is equipped to lead in the era of AI.





Our People in Numbers

7,993

Total CI&Ters*

*For the calculations, we used the headcount counting methodology.

¹Permanent: Continuous contract, excluding temporary contracts (4, 6, or 8 hours).

²Temporary: type of contract with an established duration; it is not permanent.

³Full Time: Standard workload of 8 hours/day, including all types of contracts.

Region	Permanent ¹	Temporary ²	Full Time ³	Part time
LATAM (Brazil, Colombia)	2098 women 5204 men	0 women 0 men	2048 women 5017 men	50 women 187 men
NA (United States, Canada)	59 women 109 men	8 women 23 men	67 women 132 men	0 women 0 men
EMEA (United Kingdom, Portugal)	44 women 95 men	0 women 0 men	44 women 95 men	0 women 0 men
APAC (Australia, China, Japan, Philippines and Singapore)	121 women 228 men	0 women 4 men	121 women 232 men	0 women 0 men



Talent Acquisition

As part of our strategy to drive local impact on a global scale, CI&T focused its 2025 recruitment operations on key markets, including Brazil, China, Colombia, Japan, Mexico, Portugal, Singapore, the Philippines, the UK, and the US.

This balance is vital for accelerating our operational growth. A significant milestone in our pursuit of equity was the implementation of Responsible AI within our global selection process.

In 2025, we achieved a 100% application evaluation rate—a major leap from 30% in 2024. This innovation ensures democratic access by mitigating unconscious biases related to background, gender, or location, enabling our

recruitment experts to recognize the true potential of every candidate. Our approach extends beyond immediate hiring needs.

We are dedicated to expanding access to the technology sector through **the CI&T Open Doors Program**. Led by our Employer Branding team, this initiative connects us with students from technical and higher education programs, offering exposure to our culture and career paths.

By engaging talent at early educational stages, we strengthen our long-term pipeline and reinforce our commitment to inclusive attraction.

Our Commitment to Diversity

We monitor every stage of our recruitment funnel through the lens of equity.

By standardizing initial evaluations through AI, we ensure that every candidate is recognized for their skills rather than filtered by unconscious bias.

This technology has significantly broadened our reach, allowing a more diverse range of talent to join our global teams.

Our commitment is further reflected in targeted regional actions. In Brazil, a collaborative effort between our Recruitment, ESG, and Leadership teams

resulted in the hiring of over 96 employees with disabilities in 2025.

These efforts contributed to our recognition as a **Glassdoor "Open Company,"** reflecting our ongoing journey to build a community where everyone belongs.

Total hires:

2,852

people, of which

51.4%

belong to underrepresented groups.

Total employee turnover:

833 employees representing a rate of **10.9%***

(*considering voluntary turnover of employees with more than six months of service).



Next Gen: Strengthening Early Career

As a cornerstone of CI&T's talent strategy, **the Next Gen program** transitioned in 2025 from its selection phase to the execution of its development journey.

Our focus shifted toward cultivating new talent and seamlessly integrating them into our global operations. The program continues to drive a significant impact on diversity and inclusion.

Its broad reach was evidenced by **more than 11,000 applications, 59% of which came from underrepresented groups.** Following a rigorous selection process, **420 candidates were approved,** ultimately resulting in **the hiring of 415 professionals, with 56% representation from underrepresented groups.**

A defining feature of the 2025 cycle was the AI-focused bootcamp, designed to shape the **"AI-first developer."**

From the start of their careers, participants were immersed in automation, assisted programming, and AI-driven delivery cycles.

This approach not only accelerates technical development within project teams but also ensures our workforce is market-ready for the future of technology. By nurturing talent internally from the earliest stages,

Next Gen reinforces the sustainability of CI&T's talent pipeline and balances our seniority pyramid, ensuring long-term organizational growth.





People Development, Engagement & Retention

Our **Growth Path strategy** places CI&Ters at the center of a data-informed journey, integrating performance insights, recognition, and career opportunities into a unified experience.

Structured as a continuous cycle—**Evaluate, Develop, Connect, Listen, and Promote Growth**—this approach fosters an innovative environment where our people are empowered to drive CI&T’s long-term success.

Evaluate

Journey, our 360° performance review launched in 2023, evolved in 2025 to increase precision and operational alignment.

By integrating AI, we now provide more consistent, unconscious bias-aware feedback, offering high-quality insights into performance, potential, and development. This data empowers CI&Ters with personalized, actionable growth strategies. To ensure comprehensive coverage, performance reviews are conducted through both Journey and Light Review (leadership-led assessment). In 2025,

99.0%

of our 6,396 eligible employees (positions 1 to 6) were evaluated, with consistent

98.0%

completion rates

Develop

We offer flexible learning initiatives that align individual aspirations with business priorities, sustaining a robust culture of development through four key pillars:

Languages

As a global organization, we established **English** as our official business languages. The English Boost Program supports fluency and confidence, strengthening collaboration across geographies.

Artificial Intelligence Specialization

Delivered through the CI&T FLOW, our progressive AI upskilling program focuses on the practical application of Generative AI.

Currently, over 75% of CI&Ters are certified, ensuring our workforce can adopt AI at scale.

Learning Pathways

Developed with our Business Units, these **personalized guides promote autonomy in creating learning journeys**. In 2025, we established a Learning Committee to enhance governance and strategic alignment across all initiatives.

Technical and Soft Skills Training

Through partnerships with over five providers, **we offer a portfolio of 23,000 courses**. With 70% of our workforce active monthly, over 10,000 courses were completed this year.

Mandatory training in Ethics, Information Security, and ESG

remains a priority, reinforcing our commitment to accountability.



Connect

We prioritize transparent and accessible corporate information, ensuring CI&Ters have the data they need within their specific work contexts.

To support autonomy, our 24/7 internal chatbot provides independent access to information, generating efficiency gains of approximately 350 hours per month for our service teams.

Listen

Continuous listening is essential to our engagement strategy.

We utilize a real-time platform for frequent, anonymous feedback, allowing us to monitor key indicators such as **eNPS (Employee Net Promoter Score) and LNPS (Leadership Net Promoter Score)**, alongside organizational climate and cultural maturity.

TEAMCULTURE INDEX (Global)

8.43

(scale 0-10)

Additionally, **we conduct comprehensive annual assessments** to evaluate perceptions of career growth, company policies, and the daily work environment. These insights, combined with real-time data, guide our leadership in driving continuous improvement actions.

Promote Growth

Internal mobility is a core pillar of our strategy for sustainable growth. To support this at scale, **we are continuously evolving our internal solutions to better integrate data on skills, project history, and performance.**

By increasing visibility into internal opportunities, we aim to create more agile transitions and ensure that our people remain at the heart of CI&T's success. In 2025,

52.2%

of open positions were filled through internal movements, with

52.6%

of these roles filled by people from underrepresented groups.



Benefits, Rights and Well-Being

We recognize that fair compensation, comprehensive benefits, and overall well-being are essential to attracting and retaining top talent.

Consequently, we continuously enhance our offerings, aligning our strategy with both market practices and our professionals' evolving needs.

This evolution is driven by continuous dialogue—through surveys and structured listening initiatives—alongside regular external benchmarking. As a global company, we acknowledge that local regulations and cultural contexts shape our benefit packages. Nevertheless, we are committed to providing a consistent set of core

benefits worldwide, reinforcing our **principles of equity, transparency, and care.**

Compensation

CI&Ters receive a comprehensive package including a base salary, benefits, and annual profit-sharing eligibility. This strategy is designed to reward performance, support career development, and foster long-term growth.

Our profit-sharing model extends to 100% of our workforce, strengthening the link between individual contributions and collective business success.

For **executive leadership** and eligible roles, we also offer long-term incentive programs to cultivate a sense of ownership. To stay competitive, we frequently audit our remuneration through market surveys, ensuring internal equity and external relevance.

Collective Bargaining Agreements

In Brazil, **100%** of our employees are covered by collective bargaining agreements. In all other regions where we operate, we comply with applicable local labor laws and union regulations.

Trade Union Relations

We understand the importance of ensuring that all provisions negotiated and approved in Collective Bargaining Agreements are fully implemented. In this context, the People Services area plays a central role in communicating with our employees, providing timely updates when collective agreements are made available according to the base date of each union category.

These communications include information on annual salary

adjustment indicators and the main social and economic changes arising from negotiations, shared through our official communication channels.

In addition, People Services continuously monitors legislative changes that may impact our workforce and communicates relevant updates to **ensure transparency, clarity, and consistency in labor relations across regions.**





Benefit Highlights

Our benefits are designed through a combination of global guidelines and local implementation,

allowing us to respond to regional needs while maintaining a consistent employee experience.

Note: Benefits may vary by country, reflecting local needs and values.

Health and Well-Being

- **Health Platform:**

Access to 24/7 telemedicine, online psychotherapy, nutrition, medical specialties, and care management programs, with no copayment.

- **Mental Health Support:**

Unlimited online sessions with psychology professionals, promoting continuous and accessible emotional care.

- **Health & Wellness Management:**

Structured programs for monitoring chronic conditions, pregnant people, and promoting physical health, including access to gyms and online workouts.

- **Social, Legal, and Financial Support:**

Confidential guidance for support with personal, social, legal, and financial challenges.

- **Benefits Club:**

Discounts and perks on health, wellness, leisure, travel, and other services through an extensive network of partners.

Family and Caregiving

- **Extended Parental Leave:**

Enhanced parental leave, in accordance with local regulations.

- **Childcare Assistance:**

Reimbursement benefit that helps working parents keep their children in a safe environment, either by hiring a nanny or enrolling them in an early childhood education institution. Reimbursement is limited to a ceiling established by the applicable collective agreement or convention.

- **Assistance for Dependents with Disabilities:**

Reimbursement benefit, outlined in the collective agreement, that helps employees cover expenses for children with physical and/or mental disabilities.

Global Mobility and Remote Work

- **Job Rotation:** Opportunity for employees to work from another country in a international project, maintaining their current roles and responsibilities.

- **Workcation:** Opportunity for employees to work remotely from another country for a determined period, maintaining their current roles and responsibilities.

- **Business-Driven Visa Support:** Specialized assistance for international visas when required by specific business demands, projects, or Business Units.



Health Assistance & Safety

We are committed to promoting a safe and healthy work environment.

Our work plan is structured to prevent occupational injuries and illnesses while driving continuous improvement in health and safety performance. As our operations are primarily office-based, we do not carry out activities classified as hazardous.

Even so, we maintain a comprehensive occupational health and safety management system that prioritizes topics relevant to this context, such as mental health, ergonomics, and harassment

prevention, supported by formal processes for risk identification, training, communication, and incident response.

Governance, Policy, & Coverage

At a global level, we maintain the **Workplace Security Policy and Procedure**, and reviewed annually to incorporate process improvements when necessary. This policy is accessible through our internal guide and applies to all employees and service providers.

As part of this scope, 100% of employees and service providers are covered by this policy. In **Brazil**, our occupational health and safety structure includes dedicated professionals, such as a workplace security leader, workplace security analyst, nurse, nursing assistant, and occupational physician, all hired directly by the organization.

Infrastructure, Readiness, and Facility Safety

Across our offices in **Australia, Brazil, China, Colombia, Japan, Portugal, the United Kingdom, and the United States**, we maintain fire safety equipment in proper condition, ensuring the integrity of our facilities and the safety of our people.

We also have Emergency Brigades and trained personnel in all offices and conduct annual evacuation drills. To further strengthen emergency response in Campinas (Brazil), we established a partnership with a company specialized in ambulance services.

We also maintain Automated External Defibrillators (AEDs) available at our units in Campinas, Belo Horizonte, and São Paulo.

Risk Identification and Prevention

Despite the absence of hazardous activities, we employ formal methodologies to identify and manage occupational risks across our global operations.

Brazil: the Workplace Security area implements effective risk management through the Risk Management Program (PGR) and Risk Mapping. We also conduct Ergonomic Work Analyses (AET) to tailor working conditions to our employees' needs, ensuring both safety and comfort.

Furthermore, we maintain an Internal Commission for Accident and Harassment Prevention (**CIPA**) at each of our locations (Curitiba, São Paulo, Belo Horizonte, and Campinas). Comprising **82 elected** and appointed members who serve annual terms, the commission meets monthly to lead prevention campaigns and disseminate essential safety guidelines.



Colombia: We actively encourage the reporting of unsafe conditions through multiple channels, including Occupational Health and Safety (OHS), local leadership, the People team, or the COPASST (Joint Committee on Occupational Safety and Health).

COPASST meets regularly to assess reported hazards, recommend preventive measures, and monitor workplace conditions. To ensure a culture of transparency, employee representatives are granted job stability during their terms, allowing them to raise concerns freely and confidentially without risk of adverse consequences.

Training and Reporting Channels

To ensure our professionals operate safely, we provide continuous risk prevention training tailored to the specific legal requirements of each region where we operate:

Regional Compliance: In jurisdictions where mandated by law, we implement comprehensive Workplace Violence Prevention Plans, supported by specialized training for the local workforce.

Safety Cycles: In locations with specific health and safety regulations, we maintain structured OHS Induction and Re-induction programs. These sessions are conducted during onboarding and refreshed at least annually—or whenever operational conditions change—to ensure full compliance and up-to-date awareness.

Psychological Safety and Reporting

Our training programs clearly outline the channels for reporting health and safety concerns, guaranteeing absolute confidentiality. We foster a culture of trust through a strict non-retaliation policy: any report made in good faith is protected from discrimination or unfavorable

treatment, ensuring that transparency remains our safest path.

Campaigns and Awareness Initiatives

We promote a culture of prevention and healthy lifestyles through recurring awareness campaigns and strategic communication:

- **Monthly communications:**

Updates published by the Workplace Security and CIPA teams via internal channels.

- **Annual SIPATMA (Brazil),** featuring lectures and content on relevant health, safety, and well-being topics;

- **Leadership & Mental Health:**

Strategic alignments and the development of structured content pathways, including an emotional health pipeline accessible to both leaders and employees.

- **Thematic Campaigns:** Year-round reinforcement of global themes, such as Yellow September (mental health), Pink October (breast cancer), and Blue November (prostate cancer).

Incident Management and Accident Investigation

In the event of an accident, we follow formal protocols for registration and investigation to ensure transparency and prevention.

Brazil: We utilize a comprehensive Accident Investigation Report to document incident specifics, medical assistance, and corrective actions recommended by Workplace Security. This process is integrated into our existing risk management frameworks, including Risk Mapping, the PGR, and the CIPA.



Colombia: Accidents are initially recorded through the FURAT (Single Accident Report Form) submitted to ARL Colmena. This is followed by a joint root-cause analysis involving a COPASST representative, the direct manager, and the Occupational Health and Safety team. Together, these stakeholders define corrective and preventive measures to mitigate risks and avoid future occurrences, reinforcing our commitment to continuous improvement.

Service Providers and Compliance

We monitor service provider documentation to ensure all partners are qualified, trained, and fully compliant with safety standards—including the mandatory use of Personal Protective Equipment (PPE).

Our **Health and Safety Policy** and Workplace Security guidelines apply to all third parties, ensuring a unified

standard of protection across our operations. We maintain an updated repository of health and safety documentation, including:

Legal and Technical Records: LTCAT, PCMSO (Occupational Health Medical Control Program), and Annual Complementary Medical Examination Reports.

Risk Management: Risk mapping, Ergonomic Work Analyses (AET), and CIPA records.

Continuous Improvement: Accident investigation reports and action plan monitoring.

Medical Leave and Absenteeism

Employees may attend medical or dental appointments without any impact on salary when a valid medical certificate is presented. This practice also supports absenteeism

monitoring and the planning of actions to promote health and well-being. Our absenteeism indicators remained within acceptable levels over recent years (**2020–2025**), with an increase in 2022 associated with the COVID-19 context:

2020 – 0.46%

2021 – 0.62%

2022¹ – 1.04%

2023 – 0.96%

2024 – 0.82%

2025 – **0.44%**

¹(increase due to COVID-19)

Parenting and Early Childhood Support

In Brazil, we offer a **Responsible Parenting course** that provides guidance on pregnancy, emotional well-being, breastfeeding, and newborn care, fostering active and conscious involvement from the start. Completing this program entitles employees to an extension of

paternity leave—increasing the benefit from 5 to 20 days—in compliance with Brazilian Law 13.257/16 (Article 38).

In 2025, 159 paternity leaves and 67 maternity leaves were granted.

Furthermore, to support mothers returning to work, our Global Tech office features a dedicated Breastfeeding Room, fully equipped with specialized seating, refrigeration for milk storage, and a changing table.





Diversity, Equity and Inclusion

Our Journey

As we celebrate 30 years of CI&T, we recognize that

our commitment to Diversity, Equity and Inclusion (DEI) is long-standing.

This journey has matured from organic initiatives into an agenda that strives to be globally synchronized, permeating our daily operations.

Between 2009 and 2019, our initial steps involved raising awareness for **Women, Black people¹, the LGBTQIAPN+ community, and People with Disabilities (PWD)**.

This foundational decade was marked by international recognition from the United Nations for our inclusion practices and the emergence of specialized DEI initiatives within our various Business Units. During this period, we also formalized our commitment as **signatories of the Women's Empowerment Principles (WEPs)**.

Entering 2020, we prioritized leadership engagement and a dedicated budget to formalize our objectives. This period saw the launch of our first affirmative actions and the creation of the **ESG Advisory Committee**. In 2021, our progress was validated by being named one of the **"Best Companies to Work for LGBTQI+ People" in Brazil by Great Place to Work (GPTW)**.

The year 2022 was defined by a focus on structural equity, including comprehensive pay gap analyses and the launch of the **PwD Bootcamp**, furthering CI&T's attraction and inclusion journey.

That same year, our ongoing dedication to the LGBTQIAPN+ community earned us the **"Equidade BR"** certification as one of the best places to work for this group.

In 2023, we introduced innovation to our equity practices by implementing a global self-declaration process and launching social impact programs such as **"PwD Engaja"** and **"Meu Nome, Meu Direito"**—the latter supporting transgender employees in the legal recognition of their chosen names.

Additionally, we were awarded the **"Women on Board" (WOB)** certification, recognizing the presence of at least two women on our Board of Directors.

By 2024, our focus shifted toward decentralization, empowering each Business Unit to develop its own communication plan and reinforcing inclusion as a collective responsibility.

Our DEI agenda reached a new level of maturity by 2025, successfully transitioning from structural planning to high-impact execution and localized ownership.

¹This report follows the categories used by the Brazilian Institute of Geography and Statistics (IBGE). "Black" (Preto) refers to individuals of African descent, while "Pardo" refers to mixed-race individuals. In many Brazilian public policy contexts, these two groups are collectively referred to as the Black population.



Strengthening DEI Governance and Local Execution

Building on previous progress, 2025 focused on operational maturity and compliance, integrating diversity goals directly into regional routines.

We refined our management models and globally established the ESG Partner role,

a important element in connecting inclusion guidelines to business decision-making. As part of this evolution, we enhanced the attraction and onboarding processes for People with Disabilities (PwD).

We implemented a formal accessibility assessment to allow employees to share their accommodation needs and launched the Inclusive Assessment, aimed at identifying and mitigating physical and attitudinal barriers. Regional execution also gained new momentum:

- In **North America**, we held in-person training for over 100 participants, complemented by online disability awareness initiatives and closer collaboration between ESG Partner and recruitment teams.
- In **Colombia**, we established the first local Diversity Committee, comprising 15 members, including regional leadership.
- Across **LATAM**, a strategic task force between Recruitment and business areas resulted in over 90 PwD hires.

Globally, more than **200 technical** professionals participated in training on racial equity, gender equity, and inclusive leadership.

We also introduced PDCA cycles for real-time indicator monitoring. Within the Enterprise segment, the launch of the '**Diversity Summit**' bolstered our strategy in the second half of the year, outperforming the first.



Driving Protagonism and Equity: The MULTIPLY Program

As our DEI agenda continued to mature, 2025 marked the launch of “MULTIPLY,” a strategic development program designed for professionals from underrepresented groups in senior roles.

For the first time at CI&T, a single initiative brought together all four underrepresented groups supported by the company, reinforcing a consistent and structured approach to technical development and career progression.

The program achieved an impressive

83.2%
attendance rate,

reflecting sustained engagement throughout the journey. A key factor in this success was the active involvement of Leaders, who monitored participants’ progress through regular reporting and attended dedicated training sessions.

“MULTIPLY” also earned a Net Promoter Score (NPS) within the Excellence Zone. Participants awarded the maximum score (5.0) to the quality of mentorships, reporting a significant increase in their confidence regarding technical leadership and career advancement.

Affinity Groups (AGs)

Affinity Groups (AGs) are central to CI&T’s culture and DEI strategy, fostering inclusion and a long-term sense of belonging through safe spaces for dialogue and mutual support.

Currently, four formalized groups—**Women, People with Disabilities, LGBTQIAPN+, and Black People**—position themselves as active contributors to our ESG goals.



Women
(Women at CI&T)



PwD
(Mosaico at CI&T)



LGBTQIAPN+
(Iris at CI&T)



Black People
(Quilombo¹ at CI&T)

They actively shape D&I action plans by providing strategic feedback on internal processes, communications, and products.

Each group is managed by a Leadership team and a Committee, with members dedicating

approximately 10% of their monthly working time to these initiatives. Supported by the ESG team to ensure global alignment, the AGs co-develop key projects like the **Institutional DEI Calendar**. This calendar is structured across three levels (P1, P2, and P3), ranging from global corporate campaigns to specific internal roadmaps. Beyond managing commemorative dates,

these groups act as the voice of their communities, ensuring that CI&T’s practices are consistently viewed through an equity lens.

¹More than territories of Black resistance, Quilombos are references for organization, belonging, autonomy, and collective strength, inspiring us to imagine and build new futures.



Thematic Approach

LGBTQIAPN+:

Community Positioning and Empowerment

In 2025, CI&T maintained its institutional focus on the LGBTQIAPN+ agenda during Pride Month by updating its **logo and reinforcing its commitment to an inclusive workplace.**

This positioning was supported by initiatives centered on literacy and intersectionality, notably a **Global Talk by Maite Schneider (TransEmpregos)** on transgender inclusion in the corporate sector.

The event, provided with multilingual and Libras accessibility, achieved a Net **Promoter Score (NPS) of 100.** Regional efforts further strengthened these global guidelines:

Brazil & EMEA: We hosted identity-focused roundtables in Campinas and Belo Horizonte, while sessions in London and Lisbon addressed the history of the movement and the role of allyship.

Professional Development: Through #IamRemarkable workshops, we provided community members with tools for professional self-promotion and recognition within psychologically safe environments.

With approximately 10% of our global workforce identifying as LGBTQIAPN+, **these integrated actions reached more than 480 people.** These results reflect our ongoing effort to integrate diversity into daily operations and ensure a respectful environment for all professionals.





Black People:

Collective Empowerment

Under the leadership of the **Quilombo at CI&T Affinity Group** (AG), our 2025 racial equity initiatives evolved from awareness toward collective empowerment.

Through **Quilombo Fest**, we expanded Black Awareness Month into a broader strategic agenda, utilizing ancestry as a reference for leadership and strengthening Black entrepreneurship both within and beyond the organization. Key milestones of the year included:

Knowledge and Governance: The Global Talk “Quilombos: History, Organization, and Collective Power” connected ancestral governance models to contemporary management practices.

Economic Impact: We advanced the “Black Money” agenda by hosting a Black Entrepreneurs’ Fair at our offices,

creating direct income-generating opportunities for the community.

Cultural Integration: A live woodcut performance by the artist Difavela resulted in a permanent addition to CI&T’s art collection, recognizing Black culture as a creative asset.

Educational and engagement efforts continued throughout the year, including memory preservation workshops (Abayomi dolls) and dialogues on technology and affectivity. These initiatives reached

nearly **500 people** and achieved an **NPS of 90.**

To conclude the year, a session with **Solange Sobral** (CI&T Partner) reinforced the importance of sustained Black representation in senior leadership and its distributed impact across the technology sector.

Women:

Leadership, AI and Global Impact

Building on the consolidation of our gender equity agenda, the focus in 2025 centered on the intersection of leadership, emerging technologies, and female protagonism. This vision was exemplified during Women’s Month, themed “**Women in Tech: Innovation and Leadership in the Age of AI,**” which positioned our professionals at the forefront of the industry’s most relevant technological shifts.

To broaden perspectives and strengthen market dialogue, we hosted panels with partners and clients, reaching over 320 participants. On a global scale, the “**Leadership for Impact Roundtable**” connected female leaders from the UK, US, Portugal, Colombia, and Brazil to discuss accountability and decision-making across regions.

Talent development remained a central pillar, with the **Architecture Academy for Women preparing 16 professionals for transitions into software architecture.** This 40-hour intensive program achieved a **perfect NPS of 100**, complemented by the **#IamRemarkable workshop** to reinforce professional visibility.

Together, these initiatives strengthened our leadership pipeline and integrated gender equity into CI&T’s strategic and technical growth.





People with Disabilities:

Accessibility as a Driver of Innovation

Accessibility remains a central pillar of our DEI agenda, grounded in the understanding that inclusive environments strengthen collaboration, innovation, and business performance. Our strategy integrates technical development and cultural awareness, moving beyond compliance to embed accessibility into the company's daily operations.

For the third consecutive year, we promoted the **Global Accessibility Awareness Day (GAAD)**, reaching **approximately 800 participants**—including clients and partners—to discuss the role of Artificial Intelligence in reducing digital barriers. This initiative achieved a perfect **NPS of 100**, reinforcing its relevance across our ecosystem. As a direct follow-up, we hosted the

Digital Accessibility Hackathon with AI and CI&T FLOW, connecting awareness to practical execution. Multidisciplinary teams developed solutions for real business challenges, adopting an accessibility-first approach that demonstrates how inclusion expands product quality and market reach.

Alongside digital efforts, linguistic accessibility has been a structural component of our strategy through the **Dojo de Libras**. Since its inception in 2021, the program has graduated over 444 CI&Ters. In 2025 alone, **109 professionals completed the training (56 in the first semester and 53 in the second)**. Looking ahead, we remain committed to this journey by opening two new classes for the coming year.

By integrating digital, linguistic, and organizational dimensions, we continue to foster an environment where individual development and collective impact drive sustainable innovation.



Diversity Impact

Our diversity metrics show us the impact of several actions of hiring, and retention of talent from underrepresented groups.

The global numbers are below.

People from Underrepresented Groups



Global Numbers

Race/Ethnicity – 25.5%

PwD – 3.8%

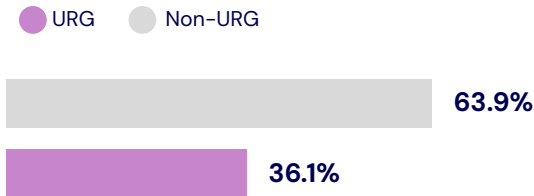
LGBTQIAPN+ – 9.0%

Diversity Group Representation by Employee Category

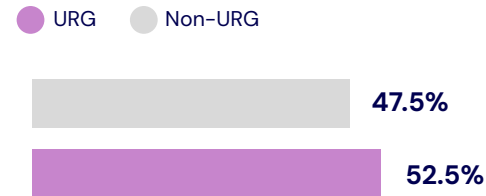
¹Tech Areas: Include developers, engineers, designers, and all tech roles.

²Non-tech Areas: People team, Marketing, Facilities and others not directly related to the business.

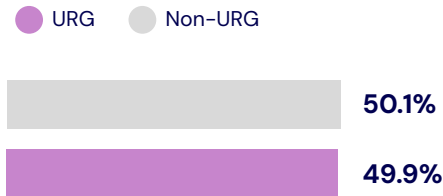
URG Executive Management³



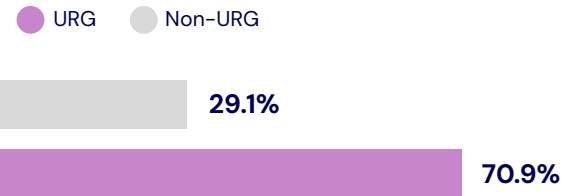
URG Non-Executive Management



Technical Employees (Tech Area¹)



All Other Employees (Non-tech Area²)



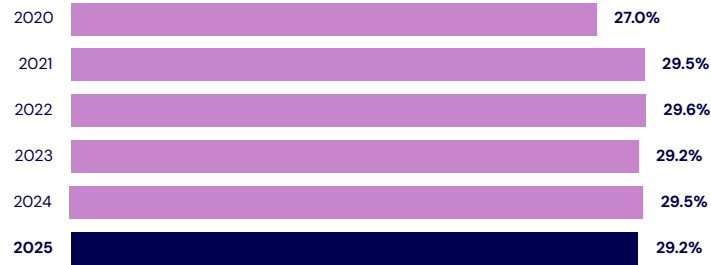
Additional details on other diversity metrics can be found in Appendix 3.

³All CI&Ters in senior manager position and above (Top Leadership).



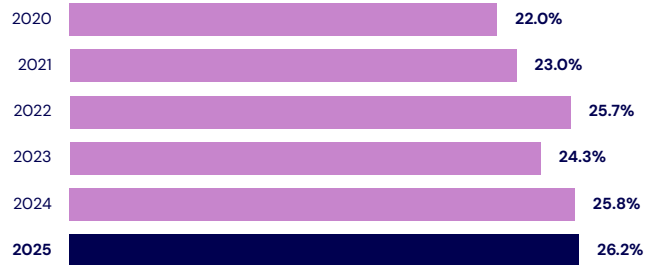
Gender Indicator

Global Women Data



Global Women Data

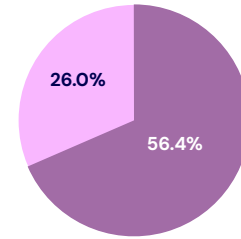
Executive management¹



¹All CI&Ters in senior manager position and above (Top Leadership).

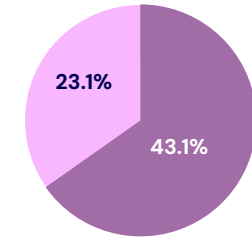
Women distribution by area – 2025

General



■ Tech area²
■ Non-tech area³

Executive management¹



■ Tech area²
■ Non-tech area³

²Tech Areas: Include developers, engineers, designers, and all tech roles.

³Non-tech Areas: People team, Marketing, Facilities and others not directly related to the business.

Gender Pay Gap

2023: -2.26% | 2024: -2.23%

2025:

-1.41%

The women's pay gap indicator is calculated taking into account the ratio of the average salary of men and women, weighted by the number of women in each country/position/seniority.

In this chapter:

- 89** Our Ambition & Our Approach
- 90** Tech Education and Youth Development
- 91** Community Engagement and Volunteering
- 93** Social Investment via Tax Incentives

CHAPTER 8

SOCIETY



30 Years Generating Positive Impact

Over the course of our 30-year history, we have sought to generate positive social impact in the territories where we operate.

From the beginning, we have understood that the company's growth is directly connected to how we contribute to expanding opportunities, reducing inequalities, and strengthening people and communities. Over time, this vision has translated into an increasingly structured social agenda. What started as isolated initiatives has gained consistency, strategic partnerships, and greater

intentionality, in line with the company's evolution and the expansion of our geographic presence. As this agenda matured, we began to act in a more coordinated manner to foster technology education and promote inclusion in the technology sector. In 2022, our participation in the **Tech Movement 2030** marked an important step forward, connecting us to a coalition of organizations committed to building a more diverse and sustainable ecosystem in Brazil.

Through this engagement, we strengthened actions focused on **upskilling young people from underrepresented groups, addressing social vulnerabilities, and promoting employability, combining research, advocacy, volunteering, and social mobilization.**

In the following years, this journey was consolidated with the creation of **CI&T Future Impact**. In 2023, we launched this identity as the umbrella

that integrates and guides all our initiatives focused on society, connecting programs, partnerships, and social investments under a single strategic vision. In 2024, we advanced in the **consolidation and maturity of our social projects**, maintaining consistency across initiatives and strengthening governance structures. Social investment became increasingly embedded as an integral part of the company's culture.

More recently, in 2025, **CI&T's social agenda evolved alongside the company's global expansion.** Initiatives initially developed in local contexts began to be adapted and scaled across different countries where we operate, expanding the reach of our impact and reinforcing the international dimension of our purpose. As we celebrate three decades of history, we continue to advance a consistent social agenda, connected to our ESG strategy and prepared to address contemporary social challenges in a responsible, collaborative, and long-term manner.





GRI 3-3 Education and tech training

Our Ambition

Our social ambition is to actively contribute to building a more diverse, inclusive, and accessible technology sector by reducing structural barriers that limit access to education, professional qualification, and employment opportunities.

Since 2010, we have directed our initiatives toward preventing the marginalization of people and groups historically underrepresented, with a focus on strengthening human capital and developing skills relevant to the future of work.

This commitment is embedded across our ESG strategy and guides our long-term decision-making. We seek to generate direct and indirect

social impact through structured, scalable actions aligned with the **United Nations Sustainable Development Goals**, prioritizing partnerships capable of delivering lasting transformation in the territories and communities where we operate.

Our Approach

The **CI&T Future Impact framework** organizes and guides the company's social initiatives, coordinating mentoring projects, corporate volunteering, and partnerships with educational institutions, civil society organizations, and clients.

This structure operates in annual cycles based on prioritization criteria aimed at ensuring continuity and reducing structural barriers to the technology and other sectors.

In addition to program management, the company provides institutional support and asset donations. In 2025, the donations included: 1 foosball table and 1 ping-pong table.

As CI&T expands globally, the framework has been adapted to international contexts, aligning partnerships with local realities and global ESG guidelines.

People Impacted - 2025:

4,835*

Volunteers Engaged-2025:

177

People Impacted via tax-incentive projects (2023-2024):

3,000

*The number of people impacted does not include initiatives carried out through tax incentive mechanisms.



Tech Education and Youth Development

Since the beginning People development has been a foundational pillar of our social agenda. In 2025, we continued to strengthen initiatives focused on technological education and the productive inclusion of young people, with a particular emphasis on individuals in situations of social vulnerability.

These initiatives reflect our commitment to talent development, expanded access to the technology job market, and the creation of more equitable professional pathways.

Social Mentorship Program: Partnership with CPTI

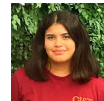
In its 4th edition, the Social Mentorship Program carried out in partnership with the Centro Promocional Tia Ileide (CPTI), connected CI&Ters with young people

aged 14 to 25, aiming to support their personal and professional development through experience sharing, active listening, and career guidance. In 2025, we expanded the program's reach, **increasing the number of participants from 20 to 40 young people in a single edition and combining in-person and remote meetings. A total of 48 mentors and 48 mentees took part in the program, with a retention rate of 65.31% throughout the cycle.**

The mentoring process is structured through internal communications, alignment sessions, and participation agreements, ensuring transparency and commitment. The matching between mentors and mentees considers shared interests, professional aspirations, and areas of expertise, fostering more meaningful and effective connections. Beyond personal development and career

guidance, the Social Mentorship Program has generated tangible outcomes. In this edition, three young people who participated in previous cycles of the program were hired by CI&T, reinforcing the initiative's role as a bridge to real opportunities in the technology sector.

"I participated in the Social Mentorship Program in 2024 as a mentee, and the experience was fundamental to my development. I was able to clarify questions about my field of interest and higher education, as well as build an important bond with my mentor. **A few months after the program ended, I was referred to a recruitment process and now work as a social responsibility young apprentice on CI&T's ESG team.**"



Gabrielle Oliveira,
Young Apprentice at CI&T.

Young Apprentice Program

CI&T promotes the productive inclusion of young people through the Young Apprentice Program, supporting early-career development by strengthening technical and behavioral skills and facilitating access to the formal job market.

In 2025, the program received two recognitions in Brazil, for its contribution to youth employability and social inclusion:

- **ESG Award – Youth Employability Brazil**, promoted by the Center for Integration of Companies and Schools (CIEE).
- Recognition as a **Friend of the Young Apprentice**, granted by the Municipal Council for the Rights of Children and Adolescents (CMDCA Campinas).



Community Engagement and Volunteering

Community engagement and corporate volunteering are central dimensions of our social agenda.

Through these initiatives, we seek to strengthen relationships with the communities where we operate, encourage active participation by CI&Ters, and contribute to the development of more connected, inclusive, and resilient local ecosystems. Volunteering and community engagement initiatives complement our structured programs,

expanding the reach of our social impact and reinforcing a culture of collaboration and shared responsibility.

Hour of Code

Since 2010, we have promoted the **Hour of Code, a global initiative** designed to spark children’s and adolescents’ interest in technology in a playful and accessible way.

In 2025, we held two editions of the event in Brazil, at our Campinas and Belo Horizonte offices, and, for the first time, an edition in Portugal.

These initiatives provided a hands-on learning experience for children and an opportunity for CI&Ters to engage in volunteer activities.

The international expansion of Hour of Code reflects our commitment to adapting social impact initiatives to the different local contexts where the company operates.

“It was a very rewarding experience! I had volunteered in previous editions in Campinas, and it was great to bring this type of initiative to Portugal.

Seeing the children’s enthusiasm and engagement during the challenges was truly inspiring. I believe we left very positive impressions.”



Sergio Pasqualino,
Systems Architect

“It was very exciting to take part in the first Hour of Code edition in Portugal.

In both events, all the children were very engaged and immersed in the activities, genuinely having fun and learning more about logic in general.”



Laresso Assis,
Developer Master



Careers Forum

In partnership with the NGO Grupo Primavera, we took part in the 17th edition of the Careers Forum, an initiative focused on career guidance for young people and dialogue with families about opportunities in the technology sector.

Our participation aimed to share experiences, broaden awareness of career pathways in technology, and inspire young people to consider this field as a viable option for their future.

Children's Day

In October, we carried out a social initiative in partnership with a partner company and the SEFRAS institution, **focused on the children supported by the organization.** The initiative mobilized CI&Ters to donate new toys and included a day of recreational activities, games, and a celebration supported by volunteers.

Food Donation & CI&T Festival

In 2025, we promoted non-perishable **food donation campaigns in Portugal, Colombia, and the United Kingdom**, supporting people in situations of social vulnerability. In **Brazil**, food donations were integrated into the CI&T Festival through social tickets, reinforcing the connection between culture, engagement, and solidarity.

Inclusion, Culture & Local Economies

The promotion of inclusion, the strengthening of culture, and support for local economies are complementary elements of our social agenda. Through these initiatives, we seek to value identities, expand economic opportunities, and contribute to the development of more diverse and sustainable communities.

Black Entrepreneurs Fair – Quilombo Fest

As part of the Quilombo Fest celebrations, we supported the Black Entrepreneurs Fair, a space dedicated to celebrating the talent, creativity, and economic strength of Black entrepreneurs.

The initiative created a concrete opportunity for the community to discover, support, and strengthen businesses led by Black entrepreneurs, contributing to income generation and the development of local economies.

Throughout the event, the fair generated total revenue of R\$ 3,560.00, reinforcing the direct economic impact of the initiative.

By supporting initiatives such as Quilombo Fest, CI&T reaffirms its commitment to promoting diversity, economic inclusion, and recognizing culture as a central element of social development.





Social Investment via Tax Incentives

Social investment through tax incentive mechanisms is part of CI&T’s strategy to contribute to social development by allocating a portion of due taxes to projects aligned with public policies and the needs of historically underrepresented groups.

This approach follows specific legal and governance criteria and is distinct from corporate volunteering initiatives, institutional support, and structured programs described in the previous subchapters.

In 2025, in Brazil, we allocated resources through tax incentive mechanisms to projects focused on technology, culture, sports, social inclusion, and climate awareness, with an emphasis on children,

adolescents, young people, and older adults. The projects supported this year are designed to generate social impact over subsequent year, in line with their implementation timelines and long-term objectives.

In total,

R\$ 934,223.23

was allocated to five social projects, as described to the right.

Methodological note: Projects supported through tax incentive mechanisms are not included in the total number of people impacted presented in the CI&T Future Impact snapshot, due to their specific legal and governance nature.

Supported Projects in 2025

Municipal Fund for Children and Adolescents Lab Futuro – Technologies Shaping Tomorrow (Contagem/MG)

A project aimed at qualifying 100 public school students aged 12 to 17, focusing on professional training and technological inclusion for young people in situations of social vulnerability. Upon completion, participants are referred to young apprentice programs within a partner network.

Municipal Fund for the Elderly Conexão Digital 60+ (Ribeirão Preto/SP)

An initiative focused on digital inclusion, physical and mental health, and social engagement among older adults. The program provides technology training, physical and cognitive activities, and digital cultural experiences, strengthening family and social bonds and expanding access to digital rights and services.

Cultural Incentive Law (Lei Rouanet) Agbara Black Woman Festival – Black Technologies for the Climate

A festival that highlights the leadership of Black women in the climate justice agenda and in economic empowerment, promoting dialogue between culture, technology, and sustainability.

“Descubra a Orquestra 2026” (São Paulo/SP)

A program by the Osesp Foundation aimed at democratizing access to classical music for children and adolescents aged 6 to 17. The initiative offers free, certified training for educators, hybrid learning methodologies, and educational concerts, with a focus on socio-emotional and cultural development.

Sports Incentive Law Sementinhas do Esporte

A project that integrates sports and education to promote the holistic development of children and adolescents aged 6 to 14 through futsal and judo workshops conducted in partnership with public schools, fostering values such as discipline, respect, cooperation, and self-confidence.

APPENDICES



Forward-looking statements

This report includes forward-looking statements within the meaning of the safe harbor provisions of the United States Private Securities Litigation Reform Act of 1995.

All statements other than statements of historical fact that may be deemed forward-looking statements include, but are not limited to: the statements including expectations relating to revenues and other financial or business metrics; statements regarding relationships with clients; and any other statements of expectations or beliefs.

The words “believe,” “will,” “may,” “may have,” “would,” “estimate,” “continues,” “anticipates,” “intends,” “plans,” “expects,” “budget,” “scheduled,” “forecasts” and similar words are intended to identify estimates and forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking.

Forward-looking statements represent our management’s beliefs and assumptions only as of the date of this report. You should read this report with the understanding that our actual future results may be materially different from our expectations.

These statements are subject to known and unknown risks, uncertainties, and other factors that may cause our actual results, levels of activity, performance, or

achievements to be materially different from those expressed or implied by such statements in this press release, including risk related to global economic conditions, clients’ demand, and our ability to execute our growth strategy and strategic plans.

Additional information about these and other risks and uncertainties is contained in the Risk Factors section of CI&T’s annual report on [20-F Form](#). Additional information will be made available in our Annual Reports on 20-F Form, and other filings and reports that we may file from time to time with the SEC.

Except as required by law, we assume no obligation to and do not intend to update these forward-looking statements or to update the reasons why actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future.



Appendices

Appendix 1 – Greenhouse Gas (GHG) Emissions Data – Global Operations

2025 GHG emissions (tonnes of CO2 equivalent)								
Scope	Source	Unit	FY2025 Brazil	FY2025 Global*	FY2025 Total emissions	% Represented 2025 total	Biogenic emissions	FY2024 Global ^{†1}
Scope 1	Stationary combustion	tCO2e	4.84	0.00	4.84	0.06%	0.74	5.6
	Mobile Combustion Sources	tCO2e	0.25	0.00	0.25	0.00%	1.11	0.12
	Fugitive emissions	tCO2e	67.79	0.00	67.79	0.90%	-	70.30
	Total Scope 1	tCO2e	72.88	0.00	72.88	0.97%	1.85	75.58
Scope 2	Location-based	tCO2e	47.91	191.04	238.95	3.16%	-	206.25
	Market-based	tCO2e	0.00	191.04	191.04	2.54%	-	151.36
	Total Scope 2 (Location-Based)	tCO2e	47.91	191.04	238.95	3.16%	-	206.25
	Total Scope 2 (Market-Based)	tCO2e	0.00	191.04	191.04	2.54%	-	151.36
	Purchased Goods and Services	tCO2e	3395.41	1829.84	5225.25	69.56%	-	1941.98
	Fuel and Energy Related Activities not Included in Scope 1 ou 2	tCO2e	67.95	36.90	104.85	1.40%	-	257.08
Scope 3	Transp. e Distr. (Upstream)	tCO2e	74.61	0.42	75.03	1.00%	0.60	36.68
	Waste Generated in Operations	tCO2e	3.33	2.04	5.37	0.07%	-	5.08
	Business Travel	tCO2e	900.35	258.43	1158.78	15.43%	37.28	2092.21
	Employee Commuting	tCO2e	553.76	104.29	658.05	8.76%	152.78	819.75
	Upstream Leased Buildings (not under operational control)*	tCO2e	0.70	19.75	20.45	0.27%	-	10.48
	Total Scope 3	tCO2e	4996.12	2251.67	7247.79	96.49%	190.67	5163.26
	Total all Scopes (location-based)	tCO2e	5116.91	2442.70	7559.61	-	192.52	5445.09
	Total all Scopes (market-based)	tCO2e	5069.00	2442.70	7511.70	-	-	5390.20

CI&T had its emissions inventory 2025 verified by Totum Institute with the reasonable assurance confidence level.

This level corresponds to the highest level of qualification granted to companies that demonstrate compliance with all transparency criteria in the publication of their greenhouse gas inventory.

The verification statement can be checked at the following [link](#).⁷

The Greenhouse Gas Emissions Inventory includes all gasses regulated by the Kyoto Protocol, namely:

- Carbon Dioxide (CO2);
- Methane (CH4);
- Nitrous Oxide (N2O);
- Sulfur Hexafluoride (SF6);
- Hydrofluorocarbons (HFCs);
- Perfluorocarbons (PFCs);
- Nitrogen Trifluoride (NF3).

*Global: emissions from all CI&T operations outside Brazil;
^{†1} FY2024 emissions were recalculated to include additional sources and improve data completeness, in alignment with Science Based Targets initiative requirements.



Appendices

Appendix 2 – Energy Management 2025

Energy consumption within the organization (GJ)			
Scope	Source	Unit	FY2025 Total
Internal	Non-renewable fuels (Gasoline, Diesel)	GJ	83.52
	Renewable fuels (Ethanol, Biodiesel)	GJ	34.25

Energy consumption outside the organization (GJ)			
Scope	Source	Unit	FY2025 Total
External	Non-renewable fuels (Gasoline, Diesel)	GJ	6,620.39
	Renewable fuels (Ethanol, Biodiesel)	GJ	9,539.12
	Electricity Consumption	GJ	9,043.22

* Energy data consolidated from FY2025 records. Non-renewable sources include Automotive Gasoline and Diesel. Renewable sources include Ethanol and Biodiesel.

Appendix 3 – Employees by functional category, gender and age group (%)

Position Map	Female	Male	Under 30 years old	30–50 years old	Over 50 years old
10 – CEO	0.0%	100.0%	0.0%	0.0%	100.0%
9 – Partner	12.5%	87.5%	0.0%	37.5%	62.5%
8 – Executive Director	17.9%	82.1%	0.0%	66.7%	33.3%
7 – Executive Manager	28.2%	71.1%	0.8%	82.3%	16.9%
6 – Master 2 / Senior Manager	26.7%	73.3%	1.6%	92.9%	5.6%
5 – Master / Manager	25.5%	74.5%	6.1%	90.3%	3.7%
4 – Senior	24.9%	75.1%	22.1%	75.6%	2.3%
3 – Mid-Level	35.4%	64.6%	50.7%	48.7%	0.6%
2 – Junior	40.4%	59.6%	67.4%	32.3%	0.3%
1 – Intern	20.6%	79.4%	85.8%	13.9%	0.4%
Total	29.2%	70.8%	32.2%	65.3%	2.4%



Content Map GRI

Statement of use

CI&T Software was prepared with reference to the GRI Standards for the period from January 1st, 2025 to December 31st, 2025.

Used GRI 1 norm

ed. 2021

GRI Content Index – UNIVERSAL STANDARDS | GRI 2: General Disclosure 2021

Disclosure number	GRI disclosure title	Reference (page)/ Direct answer
The organization and its reporting practices		
2-1	Organizational details	Company name: CI&T Inc, Cayman Headquarters: Estrada Giuseppina Vianelli di Napoli, 1455 Bloco C – Polo II de Alta Tecnologia, 13086-530, Campinas, SP. Entities included in the Report: CI&T Argentina S.A (ARG), CI&T Australia Pty Ltd (AUS), CI&T China, Inc (CHI), CI&T Colombia S.A.S (COL), CI&T Delaware LLC (US), CI&T Digital LTD (UK), CI&T Financial Services Solutions, LLC (US), CI&T Fintech Services, Inc (US) – encerrada em 2026, CI&T Holding Company (UK), CI&T Inc (CYM), CI&T, Inc (US), CI&T Japan, Inc (JPN), CI&T Oceania Pty Ltd (AUS), CI&T Philippines, Inc. (PHP), CI&T Portugal Unipessoal LDA (POR), CI&T SG PTE. LTD. (SGP), CI&T Software Inc (CAN), CI&T Software S.A (BR), CI&T UK LTD (UK), CI&T MEX (MXG), Cinq Technologies USA LLC (US) – encerrada em 2025, SOMO Global Inc (US), SOMO Global S.A.S (COL) e SOMO Ltd (UK).
2-2	Entities included in the organization’s sustainability reporting	Page 4, 13
2-3	Reporting period, frequency and contact point	Page 4
Activities and workers		
2-6	Activities, value chain and other business relationships	Page 7, 8, 9, 13, 21, 51
2-7	Employees	Page 69, 97
2-8	Workers who are not employees	Total: 43 (Australia: 2; Brazil: 35; Colombia: 2; United Kingdom: 4); infrastructure, maintenance, and security service providers with no direct employment relationship.
Governance		
2-9	Governance structure and composition	Page 43, 44
2-10	Nomination and selection of the highest governance body	Page 44, 45, 46, 47
2-11	Chair of the highest governance body	Page 44, 47, 48
2-12	Role of the highest governance body in overseeing the management of impacts	Page 31, 32, 33, 34, 40, 45, 46, 47, 48
2-13	Delegation of responsibility for managing impacts	Page 37, 38
2-14	Role of the highest governance body in sustainability reporting	Page 31, 32, 33, 34, 35, 40, 45, 46, 47, 48
2-15	Conflicts of interest	Page 45, 46, 47, 48, 49, 50, 51
2-16	Communication of critical concerns	Page 42, 43, 45, 46, 47, 48, 51, 53
2-17	Collective knowledge of the highest governance body	Page 31, 32, 33, 34, 35, 40, 48



Disclosure number	GRI disclosure title	Reference (page)/ Direct answer
2-18	Evaluation of the performance of the highest governance body	Page 45, 46, 47
2-19	Remuneration policies	Page 47, 48
2-20	Process to determine remuneration	Page 47, 48
2-21	Annual total compensation ratio	Information not disclosed due to confidentiality restrictions.
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Page 5, 31, 32, 33, 34, 48
2-23	Policy commitments	Page 10, 13, 31, 32, 33, 34, 49,
2-24	Embedding policy commitments	Page 50, 51
2-25	Processes to remediate negative impacts	Page 51, 53
2-26	Mechanisms for seeking advice and raising concerns	Page 51, 53
2-27	Compliance with laws and regulations	<p>We identified fine payments totaling R\$166,222.81 in October 2025. These fines relate to tax and labor infringement notices regarding non-compliance with the employment quota for Persons with Disabilities (PwD), as required by Brazilian law.</p> <p>We reiterate our commitment to meeting the established quota through exclusive job postings on our website and by ensuring all open positions are inclusive. However, we continue to face structural market challenges that impact our ability to reach this goal as quickly as desired.</p> <p>To foster inclusion, our key initiatives in 2025 included:</p> <p>Partnering with a specialized consultancy for PwD recruitment. Collaborating with organizations focused on the training and development of underrepresented groups. Launching MULTIPLY, a strategic development program designed for professionals from underrepresented groups—including PwD—for senior leadership roles (Position 4).</p> <p>Our ongoing efforts have been recognized by prestigious awards, such as the UN's "Best Practices for the Employability of Persons with Disabilities" and the "Best Companies for Workers with Disabilities" award from the São Paulo State Secretariat for the Rights of Persons with Disabilities.</p>
2-28	Membership associations	Page 10, 11
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Page 20, 35
2-30	Collective bargaining agreements	Page 74
GRI 3: Material Topics		
3-1	Process to determine material topics	Page 35
3-2	List of material topics	Page 35, 36, 37, 38, 39
3-3	Management of material topics – Operational and financial performance	Page 21
3-3	Management of material topics – Risk management	Page 52, 53
3-3	Management of material topics – Ethics and Compliance	Page 49
3-3	Management of material topics – Innovation	Page 23, 24, 25, 26, 27, 28, 29
3-3	Management of material topics – Security and data protection	Page 54, 55
3-3	Management of material topics – Climate Change	Page 57, 58, 59
3-3	Management of material topics – Attraction and retention people	Page 67, 68, 70, 71
3-3	Management of material topics – Diversity and inclusion	Page 68, 79, 80, 81, 82, 83, 84
3-3	Management of material topics – Education and tech training	Page 25, 88, 89, 90, 91, 92
3-3	Management of material topics – Engagement of value chain for social impact	Page 20



GRI Content Index – SPECIFIC STANDARDS | Economics Disclosures

Disclosure number	GRI disclosure title	Reference (page)/ Direct answer
GRI 201: Economic performance		
201-1	Direct economic value generated and distributed	For confidentiality reasons, the Company has chosen not to present the EVG&D (Value generated and distributed).
GRI 205: Anti-corruption		
205-2	Communication and training about anti-corruption policies and procedures	Page 50
205-3	Confirmed incidents of corruption and actions taken	Page 50
GRI 206: Anti-competitive behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 50

GRI Content Index – SPECIFIC STANDARDS | Environmental Disclosures

Disclosure number	GRI disclosure title	Reference (page)/ Direct answer
GRI 302: Energy		
302-1	Energy consumption within the organization	Page 63
GRI 303: Water and effluents		
303-1	Interactions with water as a shared resource	Page 64
303-3	Water withdrawal	Page 64. The water consumption is through utility companies and is supplied to CI&T by the condominiums where we are installed. We do not have a calculation for water disposal since the use is strictly for office environment purposes and is not used for any other type of process.
303-5	Water consumption	Page 64
GRI 305: Emissions		
305-1	Direct (Scope 1) Greenhouse Gases (GHG) emissions	Page 62, 96
305-2	Indirect (Scope 2) Greenhouse Gases (GHG) emissions from energy acquisition	Page 62, 96
305-3	Other indirect (Scope 3) Greenhouse Gases (GHG) emissions	Page 62, 96
305-4	Greenhouse Gases (GHG) emissions intensity	Page 60, 61, 62
305-5	Reduction of Greenhouse Gas (GHG) emissions	Page 60, 61, 62
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	Page 64. Total waste generation amounted to 34.87 tonnes, distributed as follows: 3.82 tonnes of recyclable waste, 18.86 tonnes of non-recyclable waste, and 12.19 tonnes of organic waste. The data were estimated based on consolidated information provided by the condominiums where CI&T operates offices in Brazil, adjusted proportionally according to the area occupied in each location. It is important to note that the operational management of waste—including collection, treatment, and final disposal—is the responsibility of the respective condominiums.



GRI Content Index – SPECIFIC STANDARDS | Social Disclosures

Disclosure number	GRI disclosure title	Reference (page)/ Direct answer
GRI 401: Employment		
401-1	New employee hires and employee turnover	Page 70
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 74, 75
401-3	Parental leave	Page 78
GRI 402: Labor management relations		
402-1	Minimum notice periods regarding operational changes	Page 74
GRI 403: Occupational health and safety		
403-1	Occupational health and safety management system	Page 76, 77
403-2	Hazard identification, risk assessment, and incident investigation	Page 76, 77
403-3	Occupational health services	Page 76, 77
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 76, 77
403-5	Worker training on occupational health and safety	Page 76, 77
403-6	Promotion of worker health	Page 77, 78
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 76, 77, 78
403-8	Workers covered by an occupational health and safety management system	Page 76, 77, 78
403-9	Work-related injuries	<p>Number of fatalities resulting from work-related injury: 0 Number of high-consequence work-related injuries (excluding fatalities): 0 Number of recordable work-related injuries: 4¹ Main types of work-related injury: 03 Commuting / 01 Typical Rate of recordable work-related injuries²: 0.58 Number of hours worked: 14,691,072</p> <p>¹ Of the 4 recordable injuries, 02 formal Work Accident Notifications (CAT/WAN) were issued.</p>
GRI 404: Training and education		
404-2	Programs for upgrading employee skills and transition assistance programs	Page 72, 73
404-3	Percentage of employees receiving regular performance and career development reviews	Page 72, 73, 97
GRI 405: Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Page 44, 85
405-2	Ratio of basic salary and remuneration of women to men	Page 86
GRI 413: Local communities		
413-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 90, 91, 92, 93
GRI 418: Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 54, 55



SASB Content Index

Code	Metric	Reference (page)/ Direct answer
Environmental footprint hardware infrastructure		
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable energy	Page 63
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Page 64
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Page 58, 60
Data privacy and freedom of expression		
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Page 54
TC-SI-220a.2	Number of users whose information is used for secondary purpose	0.0%. No customer information is collected for secondary purpose.
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Not applicable to our Company.
TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	(1) Zero (2) Zero (3) Zero
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	There are no regulations applicable to us in any country where we do business.
Data security		
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	(1) Zero (2) 0.0% (3) Zero
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Page 54, 55
Recruiting and managing a global, diverse and skilled workforce		
TC-SI-330a.1	Percentage of employees that require a work visa	0.66%
TC-SI-330a.2	Employee engagement as a percentage	Employee engagement CI&T: 8.43 Engagement URG: 8.34 % number of invited respondents: 41.5% eNPS Geral: 73
TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Page 85 1 - Female 29.2%; Male 70.8% 2 - a) 36.1%; b) 52.5%; c) 50.0%; d) 70.9%
Intellectual property protection and competitive behavior		
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Not applicable to our Company.
Managing systemic risks from technology disruption		
TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	(1) Zero (2) Zero (3) Zero
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Page 53, 54, 55
Activity metrics		
TC-SI-000.A	Number of licences or subscriptions, (2) percentage cloud-based	None of our processes generate licensed products or subscriptions for consumers.
TC-SI-000.B	Data processing capacity, (2) percentage outsourced	This data is not tracked centrally based on the nature of CI&T's business and client service arrangements. To learn more about the business performance please check our 20F document .
TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	This data is not tracked centrally based on the nature of CI&T's business and client service arrangements. To learn more about the business performance please check our 20F document .



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