



## **I Inclusion and Diversity Report**

Inclusion and Diversity Committee

December 2020

# I Diversity and Inclusion Report

## I. Introduction

In any company, but especially in multicultural and international companies, diversity and inclusion must be a priority. We strongly believe that these two qualities have the potential to result in better productivity, innovation, and creativity within a company. It also allows companies to get the best human talent possible which in turn helps us achieve our mission and main objective: To make coffee better, from every possible angle.

Caravela is a diverse company by nature. We have a presence in 11 countries around the world with export and import operations, and more than 200 people making up this team. We are made up of individuals from 14 different nationalities working at Caravela, we have many different mother tongues, cultures, races, accents, backgrounds, and educations, and because of these we hold different opinions, points of views and perspectives.

At Caravela, there are people that were born surrounded by coffee trees, others that have always had coffee-related careers, and others still that started in Caravela with very little idea about specialty coffee or where coffee comes from. We have a great diversity of people working for Caravela with many different points of views about business and the coffee industry as a whole. There is not a day that goes by where there is no potential to learn from each other.

## II. History

Segregation, discrimination, and inequality are not new issues. “Different” has unfortunately been the excuse for centuries of mistreatment and manipulation. Be it physical, political or religious – anything against the accepted status quo has been traditionally, and still is – although not so blatantly visible – the foundation of segregation and discrimination which ultimately lead to inequality.

Despite the challenges that still exist, affecting millions of people around the world today, the choice for tolerance is in our hands and being empathetic to the concerns of someone different to oneself has never been more relevant. Today, it is unacceptable to not view all individuals as human beings above all else, with the same wants and needs and rights.

Despite being a company of a great diversity, until recently our efforts at Caravela have not been focused on generating inclusion. Historically, our efforts have been aimed at a specific group of people that have been marginalized and disadvantaged for many years: coffee growers and their communities. Our mission has first been to improve the lives of these people, making sure that they receive a fair price for their coffee, through education and improving the quality and profitability of their respective businesses. However, the time has

come to make Caravela not only a diverse place by nature, but also a conscious one, dedicated to making everyone feel included.

One way we have tried to increase diversity in the past is through our rural recruitment programs. These are where we offer training programs to the children of coffee growers for several months in our different origin operations, in purchasing stations, central labs, and dry mill. At the end of this program, these individuals are offered positions in Caravela as quality analysts or PECA educators. In these roles they earn decent wages with personal and professional growth opportunities, all this in an environment that normally offers little social-economic mobility. Today, half of the individuals that work at Caravela come from the rural communities where coffee is grown.

Having always tried to offer our customers a great diversity and variety of coffees and origins, it has by default always been a necessity for us to employ a multicultural team of qualified professionals, something which has been of great benefit to us. Having said this, we had never actively asked this diverse community whether they felt included, accepted or even marginalized at Caravela. For this reason, we decided to start working on our Inclusion and Diversity strategy to achieve four main goals:

- 1- To continue improving the company's working culture
- 2- To create a safe and inclusive environment where everybody can be their own selves.
- 3- To guarantee the wellbeing of all employees and their families for them to have a good quality of life and health
- 4- To help all employees to thrive, grow personally and professionally and prosper.

### **III. Methodology**

Although we could have hired someone or a third-party company to counsel us in this topic, a topic that we do not master, we decided that instead, it was better to rely in our own diversity to start this new path together, hand-in-hand, with our own employees.

The first step was to create an Inclusion and Diversity Committee made up of individuals from all over the world working for Caravela. We launched an application process where individuals could explain why they wanted to be part of the committee. In total, there were 16 people interested in being involved. After having the candidates for the committee, the next step was to invite all employees to vote and choose the official members of the committee. The results were a very diverse and multicultural committee made up of 10 people based in Colombia, Nicaragua, USA, UK, and Taiwan. You can see the members of the committee in the Appendix A.

Before identifying our weaknesses and improvement opportunities, we first had to have a clear picture of where we were regarding diversity and inclusion. For this reason, we decided to create a survey where all employees could answer anonymously about how they felt working for Caravela and based on this we could then create an action plan.

The survey had a total of 35 questions including demographic areas and how individuals felt within the company (See questions in Appendix B). We divided the questions in the following categories:

1. Demographics
2. Attitudes towards diversity and inclusion
3. Gender inclusion
4. Belonging
5. Wage gap

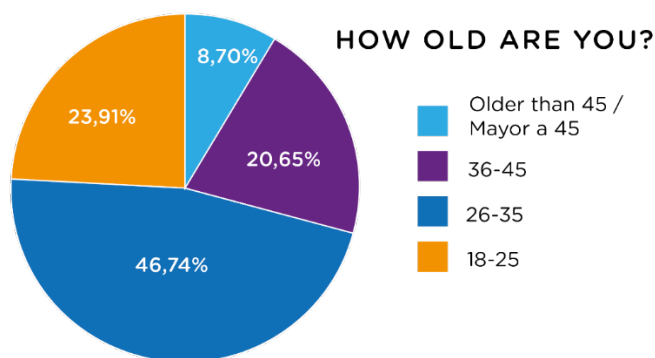
The completely confidential survey was sent to all Caravela full-time employees and it was open for two weeks.

#### IV. Diversity Screenshot

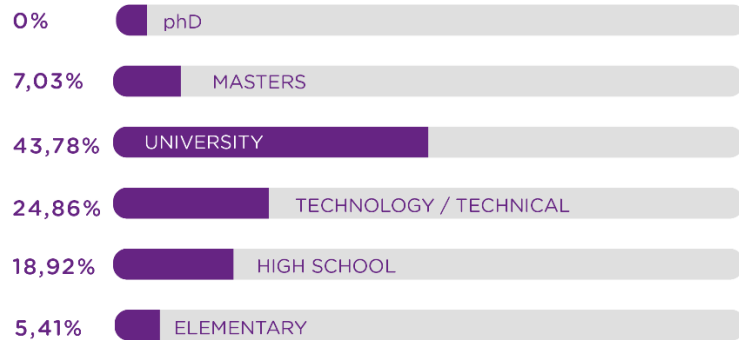
When we closed the survey, we were very satisfied with the number of answers that we received. The survey was completed by 89% of all our full-time employees.

Based on the results of the survey, we could prove how diverse Caravela actually is. Due to the nature of the company, the majority of our workers are from Latin backgrounds, but we still have a very interesting mix of people working for Caravela.

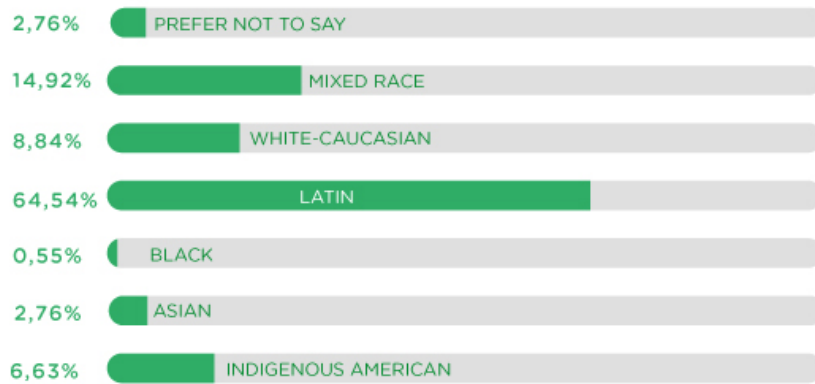
The demographic results were:



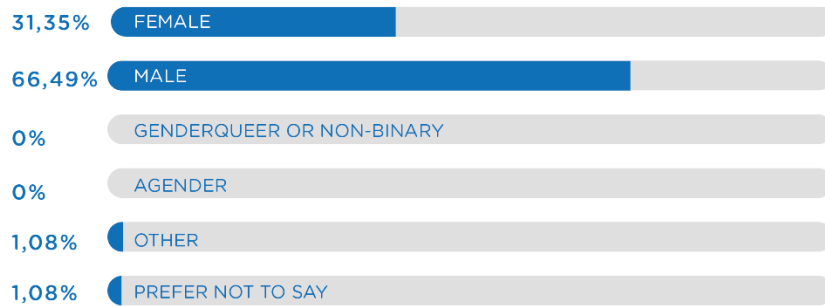
## LEVEL OF STUDIES



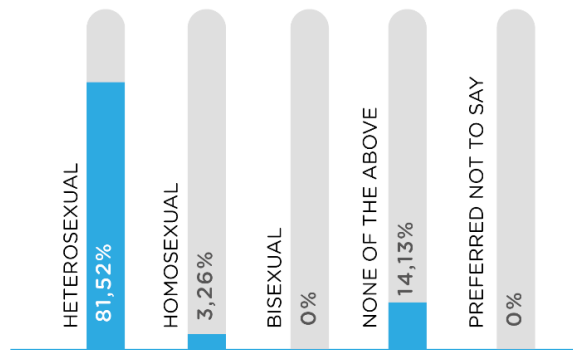
## WHAT IS YOUR RACIAL IDENTITY?



## GENDER IDENTITY

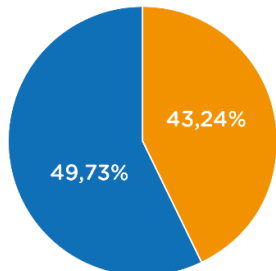
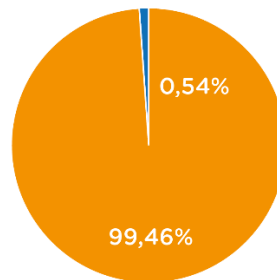


## SEXUALITY



## ARE YOU A PERSON LIVING WITH A DISABILITY?

Yes No

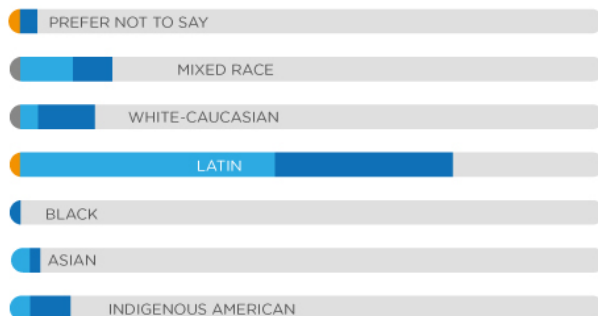


## ARE YOU A PARENT OF CARETAKER OF CHILDREN?

Yes No

## GENDER AND RACE IDENTITY

Prefer not to say Male Other Female



## V. We listen and learn

This was a new area of investigation for us, it was the first time that we had surveyed our employees to see how they felt, working at Caravela and the results were generally positive.

We found that most of our workers felt good within the company, and with their colleagues they felt comfortable. They felt like they could be their authentic selves and, most importantly, that they were valued and respected by everyone else in the company. We didn't find any significant issues regarding discrimination within the company. Most of the answers regarding inclusion, diversity, gender, belonging, and wage gap leaned towards the positive side, with overall encouraging responses. 92% of the contestants felt that people from different cultures, genders, and backgrounds were respected and valued in Caravela, which is very important given our diversity and multiculturalism. This same percentage, 92%, felt included and valued within the company and 95% felt comfortable talking with their colleagues about their social background and cultural experiences. However, there are still some areas which can be improved upon to make our employee experience better.

At first sight, we realized that in general, people at Caravela didn't perceive the existence of any significant gender wage gap. 91.7% of the people surveyed considered that men and women at Caravela have the same opportunities and 91% considered that their gender wouldn't make a difference for career advancement. Additionally, the majority of employees at Caravela considered that promotion decisions were fair. This indicated that at Caravela, all individuals, no matter their gender or social background, have the same opportunities for professional growth.

However, when we took a closer look to these answers, we realized that a large proportion of the contestants that did perceive a gender wage gap, were women. Although only 5% answered that women at Caravela had fewer opportunities to grow professionally, compared to men, we could also see that 67% of those responding this way were female. Considering that 31% of the company consider themselves women (as stated in the survey responses), we can conclude that 10% of all the women contestants do consider that women have fewer opportunities to grow when compared to their male counterparts.

Following the same line of analysis, we could see that 24% of women contestants felt that their gender could play a role in terms of missing a career advancement. 89% perceived that within Caravela, men and women earn the same amount of money. However, of the 9.25% that considered men make more money than women, 68.7% of them were women. Despite having very positive results and answers in general, with the majority of our employees not perceiving a significant gender wage gap, it is worth carrying out a more in-depth analysis, to take a closer look at what is going on.

The biggest area of improvement necessary, indicated by the survey, relates to compensation. The concern came to light when we saw many individuals considered that their salaries were not competitive compared to other opportunities in the labor market. 23.46% disagree that their compensation is fair compared to similar roles in the market and other companies. This is something that we are in the process of analyzing on a greater scale, with more detail in order to change the perspective and be competitive within the market.

From the survey results, we saw other areas that need to be improved upon. For example, 11.54% disagreed that at Caravela there is zero tolerance on jokes making reference to race, ethnicity or gender. Also, we realized that it is going to be necessary to create more spaces where people express their ideas and opinions. Additionally, we understand that there is still lots to improve regarding offering more flexibility and strategies to improve the work/life balance.

It is of the upmost importance that Caravela is a place where people feel included and valued. Where they feel they belong and are supported to develop professionally by their teams, colleagues, and leaders. Our objective is to always continue listening and to always continue improving.

## VI. Diversity and Inclusion Plan 2021

The results of this survey were shared and analyzed with all the Committee to come up with conclusions and to implement new strategies to improve. To implement this improvement plan, we will focus on 6 main strategies.

### *1. Creation and standardization of codes, rules, and policies*

For 2021, we will work on carefully creating and writing an inclusion and diversity policy in which we clearly state what behaviors are acceptable and unacceptable within the company. The idea is to promote equality and inclusion while discouraging any type of discriminative behavior or activity against any other colleague or worker at Caravela. This includes any type of joke or comment based on gender, social background, race, or the use of any discriminative terms.

Within this policy and regulatory document, we will guarantee a space or a medium in which people can anonymously report any type of problem or situation that occurs in the work environment. People will be able to confidentially report any discrimination or offence that they see happening to Caravela employees.

Additionally, we will take a closer look at all existing policies and codes in the company, especially the benefits policy to verify and guarantee that all benefits within the company are inclusive of the LGBTIQ community and all other minority groups.

### *2. Promotion and education of inclusive actions*



We will work to educate Caravela's workers on inclusion and diversity. We want to cultivate an inclusive culture in the company and make sure that everyone is part of this and feels the equality. We will educate and guide employees on how to be inclusive in a diverse company. We want everyone that works at Caravela, no matter where they are from or what country they work in, to know how diverse and multicultural we actually are. We want different cultures to meet and mix, in order to learn about each other.

We want to create and raise awareness through campaigns where we start to train everyone about inclusion and encourage people to care more about this. For example, we want to make sure that everyone is able to identify when and why it is not acceptable to make certain types of jokes or comments. The idea is that people learn to identify and understand the difference between being funny and being offensive. Additionally, we will educate everyone on a use of more inclusive language. We will achieve this throughout internal e-mail campaigns throughout the year.

### *3. Create flexibility policies that offer a better work/personal life balance*

We want to implement a better work-life balance for everyone in the company, independent of where they are based, whether in origin or destination offices. This implies creating a Global Home Office policy for 2021, in order to improve the quality of life for Caravela employees. We want to implement more practices and benefits, guaranteeing a personal and professional life balance as well as making sure that these practices are inclusive for all groups within the company.

### *4. Generating spaces to speak up, create and give opinions*

We want to create an environment in which people can feel listened to, where they know that everyone's ideas and opinions are valued. We plan to create spaces where people have the opportunity to express and offer ideas.

We plan to create an annual event where Caravela employees can submit and share their innovative ideas, where they believe that Caravela can improve. All the ideas will be evaluated by a jury and the winning idea will be executed and implemented in the business operations.

### *5. Deep Analysis of Wage Gap*

In 2021, Human Resources will analyze and compare all the wages within the different groups in the company and they will carry out an evaluation of different salary ranges. In this analysis, they will compare salaries of people that work at origin and import offices, to similar roles within the company, between men and women. We want to compare all the possible variables to have better and clearer information, to make sure that no wage gaps exists and in the case that they do, to fix them. The results of this analysis will be shared internally to guarantee complete transparency and to demonstrate that we are working to close this potential gap. We are also looking to improve the perception of what some individuals in the company believe.

## 6. *Market Benchmark and Analysis*

In 2021, the Human Resources team will carry out a benchmark analysis to verify Caravela salaries against the labor market and to level up and balance the compensation of the Caravela workers where necessary. We want Caravela to be competitive in the labor market, to be able to attract and retain the best talent.

## VII. Conclusions

As we enter the realm of diversity, inclusion, and equality within the company, we wish to do so without forgetting the principles by which the company has operated since its foundation 20 years ago:

- **Transparency**
- **Traceability**
- **Sustainability and quality**
- **Education and**
- **Long term relationships**

Our commitment to following each one of these principles is not only with our customers and suppliers, but also with our employees. These are the people that are in charge of guaranteeing that each one of these principles is present within all our processes, ultimately allowing us to offer them in turn to our customers and suppliers.

With our new inclusion and diversity strategies, we intend to listen and speak to all our employees with transparency. We decided to create a diverse and neutral committee and to open the space for the survey, in order to listen to all employees and to understand their perspectives. In response, we plan to speak to them with transparency and to show them the information and data regarding where the company stands in terms of diversity and inclusion.

It is also important to show traceability of the process to get where we want to be. Being a completely diverse and inclusive company is not something that happens overnight, there are a series of studies, analyses, benchmarks, processes, evaluations, and improvements that have to be carried out. We want to do this in a way that will show this work with full traceability to all our workers.

When you want to produce and deliver the best coffee, not just in the world, but for the world, it is important to make sure the quality of life of all employees is in balance, sustainable and with opportunities for development. We look to fairly evaluate and compensate all our employees, to offer them professional and personal growth and development within Caravela. This matched with always seeking high-quality talent, allows us to have an empowered and highly qualified team working to make coffee better with passion and love.

With this plan, we also intend to educate everyone on inclusion and diversity. Even though this might not be a new subject area for all employees, it is of paramount importance that everyone understands the role they play in the workplace. Throughout the campaigns, we want to raise awareness and to educate, giving the opportunity for individuals to learn how to work better together in a diverse environment.

Finally, inclusion is key for the development of long-term relationships. This is not only for the company to be able to develop long-term relationships with employees, but for employees to create strong and close bonds with their colleagues, based on dignity and respect. We want these bonds to flourish in a comfortable, familiar and trustworthy environment.

For many at Caravela, this company is special because it is made up by people from many different origins, races, and background with very different life experiences. The opportunity here is that each member, no matter how different, can contribute something unique to the common goal of making coffee better.

## Appendix A - Members of the Inclusion and Diversity Committee

### Our Diversity and Inclusion Committee



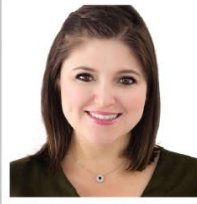
Aissatou Diallo  
Europe Sales Director



Alieth Polo  
Regional PECA &  
Sustainability Director



Ana Sofia Narvaez  
Relationship Builder



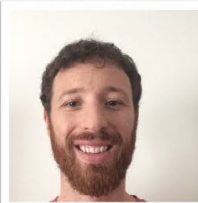
Catalina Gomez  
Regional HR Director



Didier Imbachi  
QA Coordinator - COL



Hector Calderón  
PECA Leader - COL



Matt Kolb  
Head Account



Marisabel Vásquez  
Marketing Coordinator



Rory Gowan  
Relationship Builder



Sun Huang  
Asia Business  
Development



CARAVELA  
COFFEE

## Appendix B – Survey Questions

### Demographic Questions:

1. What is your gender identity? / *¿Cuál es tu identidad de género?*
  - a. Female / *Mujer*
  - b. Male / *Hombre*
  - c. Genderqueer or non-binary / *Queer o no binario*
  - d. Agender / *Sin genero*
  - e. Other / *Otro*
  - f. Prefer not to say / *Prefiero no decirlo*
2. What is your racial or ethnic identity? / *¿Cuál es tu identidad racial o etnica?*
  - a. Indigenous American - / *Indígena Americano*
  - b. Asian / *Asiático*
  - c. Black - / *Raza negra*
  - d. Latin / *Hispan@ o latin@*
  - e. White – Caucasian / *Raza blanca o Caucasic@*
  - f. Mixed Race / *Raza Mezclada*
  - g. Prefer not to say / *Prefiero no decirlo*
3. How old are you? / *¿Qué edad tienes?*
  - a. 18-25
  - b. 26-35
  - c. 36-45
  - d. Mayor a 45
4. Are you a person living with a disability? / *¿Tienes alguna discapacidad?*
  - a. Yes
  - b. No
5. Are you a parent of caretaker of children? How many? / *¿Eres padre o tienes niños a tu cargo? ¿Cuántos?*
  - a. Yes
  - b. No
  - c. If yes, how many?
6. Are you a caretaker of adults? / *¿Tienes adultos mayores a tu cargo?*
7. What is your level of studies? / *¿Cuáles son tus niveles de estudio?*
  - a. Elementary / *Primaria*
  - b. High school / *Bachillerato*
  - c. Tecnológico / *Técnico*
  - d. University / *Universidad*
  - e. Masters / *Maestría*
  - f. PhD/ *Doctorado*
8. How do you consider yourself? / *Usted se identifica como una persona...*
  - a. Heterosexual
  - b. Homosexual
  - c. Bisexual
  - d. None of the above / *Ninguno de los anteriores*

- e. Preferred not to say / *Prefiero no decirlo*

#### **Attitudes toward diversity and inclusion**

1. People of all cultures and backgrounds are respected and valued at Caravela. / *Las personas con diferentes culturas y orígenes son respetados y valorados en Caravela.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
2. People from different social backgrounds are valued and respected at Caravela / *En Caravela, todas las personas de distintos orígenes sociales son valorados y respetados.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
3. I feel included and valued within Caravela. / *Yo me siento incluido y valorado en Caravela.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
4. I think I'm essential to the company. / *Pienso que soy esencial para la compañía.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
5. I am comfortable talking about my backgrounds and cultural experiences with my colleagues. / *Me siento comod@ hablando de mis orígenes y experiencias culturales con mis colegas.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
6. Racial, ethnic, and gender-based jokes are not tolerated at Caravela. / *En Caravela hay cero tolerancia por los chistes basados en raza, etnias, y género.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*

7. Caravela provides an environment for the free and open expression of ideas, opinions and beliefs. / *Caravela ofrece un ambiente para la libre expresión de ideas, opiniones y pensamientos.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree or disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
8. How well does the following statement describe the company: At Caravela is a top priority to have employees with a broad range of experiences, ethnic, gender, age, social background / *¿Qué tan bien describe lo siguiente afirmación la empresa: en Caravela es una prioridad tener empleados con una gama de experiencias, etnia, género, edad, origen social*
  - a. Extremely well / *Extremadamente bien*
  - b. Very well / *Muy bien*
  - c. Somewhat well / *Bien*
  - d. Not too well / *No tan bien*
  - e. Not well at all / *No está bien en lo absoluto*

#### Gender

1. At Caravela, do you think that women have more, fewer or the same opportunities to advance as men? / *En Caravela, ¿cree que las mujeres tienen más, menos o las mismas oportunidades de avanzar que los hombres?*
  - a. Women have more opportunities than men / *Las mujeres tienen más oportunidades que los hombres*
  - b. Women have fewer opportunities than men / *Las mujeres tienen menos oportunidades que los hombres*
  - c. Women and men have the same opportunities / *Las mujeres y los hombres tienen las mismas oportunidades*
2. Have you ever felt that your gender has played a role in your missing out on a career advancement / *¿Alguna vez has sentido que tu género ha jugado un papel a la hora de perderte un avance en tu carrera?*
  - a. Yes / *Sí*
  - b. No
3. Do you think your gender will make it harder or easier for you to advance in your career with the company or, will it not make much difference? / *¿Crees que, en el futuro, tu género te hará más difícil o más fácil avanzar en tu Carrera en la compañía o, no hará mucha diferencia?*
  - a. Harder / *Más difícil*
  - b. Easier / *Más fácil*
  - c. Will not make much difference / *No hará la diferencia*
4. How important is the issue of gender diversity to you? / *¿Que tan importante es el tema de la diversidad de género para ti?*

- a. It's a top priority for me / *Es una prioridad para mi*
- b. I'm neutral / *Estoy neutral*
- c. It's not important / *No es importante*

### Belonging

5. At Caravela, I can be successful as my authentic self. / *En Caravela, puedo ser exitos@ siendo yo mism@ autenticamente.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
6. I feel like I belong because (select all that apply) / *Siento que pertenezco porque (seleccione las que apliquen)*
  - a. Recognized for my accomplishments / *Soy reconocid@ por mis logros*
  - b. Feeling that my contributions in team meetings are valued / *Siento que mis contribuciones en las reuniones en equipo son valoradas*
  - c. Feeling comfortable with being myself at work / *Me siento comod@ siendo yo mism@ en el trabajo*
  - d. There's transparent communication about important company developments / *Existe una comunicación transparente acerca de importantes desarrollos en la empresa*
  - e. All of the above / *Todas las anteriores*
  - f. I don't feel like I belong / *Realmente no siento que pertenezco*
  - g. Other (specify) / *Otro (especifica)*
7. I can voice a contrary opinion without fear of negative consequences. / *Puedo alzar mi voz con una opinión contraria sin sentir miedo a consecuencias negativas*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
8. When I speak up at work, my opinions are valued / *Cuando alzo mi voz en el trabajo, mis opiniones son escuchadas.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
9. I feel supported in my development by my line manager. / *Me siento apoyado en mi Desarrollo por mi jefe inmediato.*
  - a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*



- d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
10. I feel like my colleagues understand who I really am. / *Siento que mis colegas saben quien realmente soy.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
11. My company enables me to balance my work and personal life. / *Mi trabajo me permite balancear mi vida personal y laboral.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
12. At Caravela, I consider that I have flexibility to manage my own working hours. / *En Caravela, siento que tengo la flexibilidad para manejar mi propio horario laboral.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
13. I feel that that Caravela cares and is interested in my physical and mental health. / *Considero que para Caravela mi salud física y emocional son importantes?*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*

#### **Wage Gap Evaluation**

14. My job performance is evaluated fairly / *Mi desempeño es evaluado de forma justa.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
15. I feel that my compensation is fair and comparable to similar roles in the market. / *Siento que mi compensación es justa y comparable con mismo rol en el mercado.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*

- e. Strongly agree / *Estoy fuertemente de acuerdo*
16. I feel that my compensation is influenced by my gender/religion/sexual orientation/social background. / *Siento que mi compensación es influenciada por mi género/religión/orientación sexual/ origen social.*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
17. Promotion decisions are fair at Caravela / *Las decisiones de ascensos son justas en Caravela*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
18. All employees have equal opportunity for advancement / *Todos los empleados tienen oportunidades iguales para desarrollo profesional*
- a. Strongly disagree / *Difiero fuertemente*
  - b. Disagree / *Difiero*
  - c. Neither agree o disagree / *No estoy ni de acuerdo ni desacuerdo*
  - d. Agree / *De acuerdo*
  - e. Strongly agree / *Estoy fuertemente de acuerdo*
19. Which do you think is true at Caravela? For doing similar types of work, on average... / *¿Cuál de las siguientes crees que es una verdad en Caravela? Por hacer trabajos similares.*
- a. Men make more money than women / *Los hombres ganan más dinero que las mujeres*
  - b. Women make more money than men / *Las mujeres ganan más dinero que los hombres*
  - c. Both make the same amount / *Ambos ganan la misma cantidad de dinero*