



TIS POLICY FOR DIVERSITY AND INCLUSION





<b>1. INTRODUCTION</b>	<b>3</b>
<b>2. DIVERSITY AND INCLUSION</b>	<b>4</b>
2.1. GENERAL GUIDELINES	4
2.2. DIVERSITY AND THE SUSTAINABLE DEVELOPMENT GOALS	5
<b>3. DIVERSITY AND INCLUSION IN TIS</b>	<b>6</b>
3.1. DIMENSÕES EM QUE ESTAS ESTÃO PRESENTES	6
3.1.1. DIMENSIONS IN WHICH THESE VALUES ARE PRESENT	6
3.2. INSTITUCIONAL ENGAGEMENT	7
3.3. IMPLEMENTATION AND REVIEW OF THE DIVERSITY AND INCLUSION POLICY	8
<b>4. APPDI – ASSOCIAÇÃO PORTUGUESA PARA A DIVERSIDADE E INCLUSÃO – DIVERSITY CHARTER</b>	<b>9</b>
4.1. THE DIVERSITY CHARTER	10
<b>6. AMBASSATORS FOR DIVERSITY IN TRANSPORT</b>	<b>12</b>

## 1. INTRODUCTION

Societies, including Portuguese society, have shown significant progress in embracing human diversity, evident in both formal and informal contexts—education, work, social, and cultural life. This transformation reflects a growing recognition of differences as drivers of innovation, development, and inclusion.

Since its founding in 1992, TIS has embraced diversity as one of its core values, promoting equality intrinsically and practically, regardless of gender, ethnicity, cultural or religious background, or physical disability. However, the dynamic nature of social changes and the labour market reinforces the need to formalise these principles, translating historical actions into clear and documented guidelines.

The formalisation of these values not only strengthens TIS's commitment to inclusion but also invites every employee to reflect on their role in creating a fairer and more diverse workplace. Moreover, TIS stands out in this domain within the business landscape, aiming to influence other companies as well. This approach fosters understanding, acceptance, and appreciation of diversity, enhancing internal cohesion and organisational performance.

This document is designed to serve as a guiding and inspiring tool, ensuring that diversity at TIS is recognised as a source of inclusion and innovation. By transforming plurality into collective strength, we promote a more efficient, productive, and market-aligned working environment, in line with European best practices..

## 2. DIVERSITY AND INCLUSION

### 2.1. GENERAL GUIDELINES

At TIS, diversity is the recognition and appreciation of the multiplicity of backgrounds, cultures, and characteristics of all individuals, whether directly connected to our company or not. Inclusion is the commitment to creating an environment where every employee feels empowered to contribute to the organisational mission, ensuring equity, fairness, and equal opportunities for all.

For a consultancy firm, an effective diversity policy must be an integral part of its corporate strategy, promoting and valuing differences as a driving force for innovation and competitiveness. When properly implemented, this policy:

- **Attracts and retains diverse talent**, bringing unique experiences, perspectives, and skills to tackle complex challenges;
- **Reduces turnover-related costs** by fostering an environment where employees feel respected and valued;
- **Encourages creativity and innovation** by promoting the exchange of ideas and collaborative learning;
- **Strengthens the company's reputation**, demonstrating a commitment to non-discrimination, social responsibility, and ethical values.

Diversity alone, however, is not sufficient. To ensure lasting impact, it must be paired with an inclusion policy that:

- **Creates an environment where everyone can voice their opinions, participate in decisions, and reach their full potential;**
- **Identifies and removes physical, social, and cultural barriers** that may limit employees' access or performance;

- **Provides psychological safety**, fostering mutual respect and empathy in all interactions.

Moreover, inclusive practices are especially relevant in today's European market context, where organisations that prioritise diversity and inclusion as fundamental business principles are highly valued.

In conclusion, diversity and inclusion are not just ethical values but also growth levers for consultancy firms. Together, they drive productivity, innovation, and excellence in service delivery, enhancing competitiveness and generating a positive impact in the market.

## 2.2. DIVERSITY AND THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) represent global commitments to reducing inequalities and promoting inclusion by empowering people from all backgrounds, cultures, and characteristics.

Within the context of TIS, the following SDGs stand out:

- **SDG 5 – Gender Equality**

Promote equal opportunities for women across all spheres, with an emphasis on leadership and full participation in decision-making processes. TIS is also committed to leveraging information and communication technologies as a means of empowerment.

- **SDG 10 – Reduced Inequalities**

Ensure social, economic, and political inclusion for all, regardless of factors such as age, gender, disability, ethnicity, origin, religion, or economic status.

- **SDG 4 – Quality Education**

Eliminate disparities in education by ensuring equal access to all levels of education and training, with a particular focus on the most vulnerable groups.

- **SDG 8 – Decent Work and Economic Growth**

Promote full, productive, and dignified employment for all, including youth and people with disabilities, while ensuring fair and equitable remuneration for work of equal value.

By aligning its diversity and inclusion policies with these SDGs, TIS strengthens its commitment to a more equitable and sustainable future, contributing responsibly to social and economic development..

## 3. DIVERSITY AND INCLUSION IN TIS

### 3.1. DIMENSÕES EM QUE ESTAS ESTÃO PRESENTES

TIS is committed to creating and maintaining a diverse and inclusive working environment where every individual is valued and respected. We believe that diversity, in all its forms, broadens perspectives, enriches experiences, and fosters a dynamic and innovative environment, enabling us to meet — and exceed — our clients' expectations.

Since its founding, TIS has ensured equal opportunities for all employees and candidates, regardless of factors such as race, colour, religion, gender, nationality, age, disability, sexual orientation, gender identity or expression, marital status, or any other characteristic.

#### 3.1.1. DIMENSIONS IN WHICH THESE VALUES ARE PRESENT

##### **Recruitment and Hiring**

TIS's recruitment processes are impartial and transparent, focusing exclusively on the evaluation of candidates' skills and qualifications.

- We ensure non-discrimination at all stages of selection, basing processes solely on the analysis of candidates' competencies.
- As a small company (approximately 30 employees), we do not implement quotas but guarantee fair and inclusive processes. Historically, about half of TIS's workforce is female, including representation **on the Board of Directors**.

##### **Workplace and Working Conditions**

An inclusive environment is essential to ensure that everyone feels part of the company, particularly those from historically marginalised groups.

- We provide accessible and adaptable working conditions to meet employees' needs, especially in cases of disability or specific characteristics.

- Necessary adjustments to spaces and equipment are made whenever justified.
- We promote psychological safety, strengthening relationships based on empathy, respect, and collaboration.

### **Training and Development**

TIS offers training and professional development opportunities to all employees, regardless of personal characteristics.

- We encourage training that raises awareness of diversity and inclusion.
- The Human Resources team ensures daily practices that support and foster a truly inclusive environment.

### **Engagement of All**

We foster an organisational culture grounded in open communication, respect, and collaboration.

- We create an environment where diversity is valued, investing in communication free of bias.
- The fundamental principles of inclusion are embedded in all company processes and practices.

### **Diversity in Leadership**

We strive to reflect diversity across all hierarchical levels, including leadership positions.

- Currently, TIS's Board of Directors includes two women out of four members.
- Among mid-level management, all five positions are held by women.
- We ensure equal career progression opportunities for everyone.

### **Selection of Suppliers and Partners**

We acknowledge the challenges of implementing inclusive policies with suppliers and partners, particularly in the specialised and small-scale market in which we operate.

- Nevertheless, TIS is committed to promoting and raising awareness of diversity and inclusion practices among its collaborators, positively influencing stakeholders.

## **3.2. INSTITUCIONAL ENGAGEMENT**

TIS is a partner of APPDI – Portuguese Association for Diversity and Inclusion and a signatory of the Diversity Charter, reaffirming our commitment to fostering an inclusive and respectful environment.

We actively work to ensure that all employees adopt these principles and reflect them in their daily actions. We reiterate a zero-tolerance policy for discrimination, harassment, or retaliation, guaranteeing a safe, equitable, and welcoming environment for everyone.

Additionally, two women from our team are members of the Diversity Ambassadors Network in Transport, an initiative of the European Union aimed at promoting diversity, gender equality, and inclusion in the transport sector. This network brings together companies and institutions dedicated to creating more representative, inclusive, and attractive workplaces, contributing to significant cultural change within the sector..

### 3.3. IMPLEMENTATION AND REVIEW OF THE DIVERSITY AND INCLUSION POLICY

The TIS Diversity and Inclusion Policy is a living document that evolves continuously to adapt to the changes in the global society in which we operate. To ensure its effectiveness, this policy will be reviewed regularly, allowing for necessary adjustments that reflect best practices and the needs of our employees.

#### **Communication and Feedback:**

- Questions, suggestions, or concerns about this policy should be directed to the Human Resources Department.
- We value diverse ideas and perspectives, recognising that each individual brings a unique view of the world and specific needs.

#### **Reporting Discrimination or Harassment:**

- We guarantee a safe and respectful environment for all employees. If you identify any situation of discrimination, harassment, or retaliation, it should be reported confidentially:
  - **In person:** to the Human Resources Department;
  - **By email:** to [conduta@tis.pt](mailto:conduta@tis.pt).
  - All applicable procedures for these cases are detailed in the **Code of Good Conduct for the Prevention and Combating of Workplace Harassment**, available on the TIS website.

By fostering a culture of open dialogue and continuous improvement, we reinforce our commitment to an inclusive, fair, and transparent working environment.

## 4. APPDI – ASSOCIAÇÃO PORTUGUESA PARA A DIVERSIDADE E INCLUSÃO – DIVERSITY CHARTER

The **Diversity Charter**, an initiative of the European Commission, is a voluntary framework designed to encourage organisations to develop and implement internal policies that promote diversity and equal opportunities in the workplace.

The Charter represents a formal commitment signed by employers across all sectors (public, private, and non-profit). It outlines concrete measures to ensure that all individuals, regardless of their cultural, ethnic, or social background, sexual orientation, gender, age, physical characteristics, personal style, or religion, are valued and respected.

### **Fundamental Principles of the Charter:**

- **Diversity** is the recognition, respect, and appreciation of differences among individuals, encompassing dimensions such as gender, gender identity, ethnicity, religion, place of origin, language, health status, economic situation, and education.
- These differences are regarded as sources of innovation, creativity, and problem-solving, fostering employee engagement and driving organisational success.

Organisations that adopt the Charter embrace diversity as both an ethical and strategic imperative, embedding it into their values and institutional identity. They recognise that diversity, when effectively managed, contributes to:

- **Innovation and the resolution of complex challenges;**
- **Increased employee satisfaction and engagement;**
- **The creation of a fairer and more inclusive environment, reflecting the society in which the organisation operates.**

By adopting these principles, organisations become active agents in promoting a more inclusive and equitable labour market, generating positive impacts both internally and externally.

## 4.1. THE DIVERSITY CHARTER

The **Diversity Charter** is founded on the principle of diversity, defined as the recognition, respect, and appreciation of differences among individuals. This encompasses differences related to gender, gender identity, sexual orientation, ethnicity, religion, beliefs, place of origin, culture, language, nationality, ancestry, age, political or ideological orientation, marital status, family situation, economic status, health, disability, personal style, and education.

Diversity within an organisation fosters innovation, attraction, retention, and the promotion of diverse talents and skills. It serves as an asset by making the organisation a reflection of the society in which it operates.

Valuing the characteristics, skills, and talents of each individual promotes equal treatment and opportunities, combats stereotypes and discrimination, and nurtures a culture of inclusion founded on respect for humanity. A culture of diversity contributes to personal and professional development, organisational efficiency and competitiveness, and improved social and economic conditions.

## 5. Commitments of Signatory Organisations:

Signatory organisations to this Charter embrace diversity as an ethical imperative, embedding it as a guiding principle in their internal and external operations, as part of their core values and institutional identity. They commit to:

- **Fostering understanding, respect, and promotion of diversity** across all hierarchical levels, led by top management.
- **Developing an organisational culture based on mutual respect**, recognition, and the appreciation of individual talents and differences.
- **Implementing people management practices** that support the principles of diversity and inclusion, focusing on equal treatment and opportunities in recruitment, selection, training, professional development, evaluation, career progression, and remuneration.
- **Promoting diversity as a source of development and learning**, not only for economic growth but also for achieving a more fulfilling intellectual, emotional, moral, and spiritual existence.
- **Prioritising the creation of teams** grounded in the principles and values of this Charter, valuing individual distinctiveness and merit.
- **Encouraging and respecting diversity** through methodologies, management tools, and conditions, including flexible working hours, that support individual development based on personal needs and characteristics.

- **Ensuring the communication of the Charter** and related activities to employees, clients, suppliers, partners, and society at large, fostering engagement and commitment to its principles.
- **Providing opportunities for reflection, learning, and development of diversity-promoting practices**, both internally and through sharing experiences among signatories or during public events.
- **Analysing, evaluating, and sharing activities and results** achieved under this Charter, promoting its dissemination and contributing to its reinforcement at national and international levels.

For more resources, visit <https://www.appdi.pt/>.

## 6. AMBASSATORS FOR DIVERSITY IN TRANSPORT

At TIS, we are proud to have two female team members actively participating in the **Network of Ambassadors for Diversity in Transport**, an initiative by the European Union. This network aims to promote diversity, gender equality, and inclusion in the transport sector. It brings together companies and institutions committed to creating more representative, inclusive, and attractive workplaces, driving significant cultural change within the industry.

### What Does It Mean to Be an Ambassador for Diversity in Transport?

Being a partner of this network represents a formal commitment to the core principles of diversity and inclusion, fostering concrete actions to:

- **Increase the participation of underrepresented groups**, such as women, young people, and individuals with disabilities, in the transport sector;
- **Combat discrimination** and promote equal opportunities across all areas of the company;
- **Raise awareness in the industry and society** about the benefits of diversity as a driver of innovation and sustainable growth.

### Impact and European Scope

The Network of Ambassadors contributes to European-wide initiatives, including the development and implementation of strategies that encourage a more inclusive, equitable, and forward-thinking transport sector.

For more information about this initiative, visit the official links:

- [Network of Ambassadors for Diversity in Transport – European Commission](#)

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