

In this research we are trying to understand turnover in companies, for which reasons professionals leave their jobs.

We are interviewing several CEOs to better understand turnover.

Thank you for agreeing to participate in this study. Our goal is to have a good conversation with you.

Researcher: Does your organization offer training for newcomers, mentoring, and monitoring? If yes, how is it done? For how long? Do you think this contributes to the reduction in turnover? Why?

C2: Let's go. Training for the newcomer: depends on the level of the newcomer and the maturity of the newcomer. We have an annual program that is now in its eleventh year, which is to train interns, and there have been years where we have included more than one class. Normally there is one class per year, but there have been years where there have been two. Yes, last year we did this remote class for the first time, and because of that we opened it to the whole of Brazil. Normally we have two hundred and fifty to three hundred writings, but it was only focused on Pernambuco, where our headquarters are, and the class was in person, the training was in person. How did we do it? We selected our curriculum, administered a test, the test was... we rented university space to take the test, it was in quotation marks, as if it were an entrance exam. And then, we applied the test to these two hundred and fifty writings, right? As a hypothesis, it was a basic logic test and also an essay, and then we selected around twenty, twenty-five people, and they started a face-to-face training class that lasted around three months. At the end of these three months... these twenty-five were already hired as Pitang interns, and at the end of three months we incorporated these people into the projects. This training was to complement what they had seen in college in relation to tools, processes, especially the technologies that we used, that we used, you know, architecture and everything else. Last year we started doing this for the whole of Brazil, as I said, because like the home office, to this day we are still working from home... I'm talking to you from home, this image is a photo I took from headquarters, but I'm at home and we've been going to the company very sporadically, we've made people feel very comfortable, whether to come back or not. So, because of this too, we started hiring people who will stay on the remote work contract forever, people by choice, say no: I want to work from home, and with that we are now hiring people all over Brazil. So the intern training class started to take place all over Brazil. Last year we had six hundred and fifty writings, we selected two groups of twenty-five, so there were fifty people, and... at the end of the three-month training process, we hired around twenty-five people. This year, we are changing this concept a little, we have already created two classes of thirty-five and we are also changing, they will no longer be interns, but training.

So the training will be a little more comprehensive and in return the person already enters, the batten also increases a little, right? Of the tests that we will initially apply for selection, but at the end people also enter Pitang training, they are already CLTs with the highest salary and everything, and it is also the whole of Brazil.

Registration is already opening in November and October, in fact. Our expectation is that we will have more than last year's six hundred and fifty, because word of mouth, right? Mainly from people we hired from other states, it's starting to... have this positive effect. So for this team, going back to your question, for this professional profile we do provide training, and it is quite comprehensive training, it takes about three months of training, there are actually several courses. For the others, for these and for others, we have a mentoring scheme. We call Pitang a godfather, so when any new professional, who we call a pitangueiro, any new pitangueiro who joins the company has a godfather who is formally designated for his first three months at home. This sponsor does not necessarily need to be from the same project as him, it can be from another project, and the idea is to make this person's adaptation to the new environment faster, that the curve... and then, it's not just technical that we are Speaking, sometimes there are questions, doubts with the personnel department, I don't know... or with the company's HR, anyway, that's how it works. Regarding this last point, turnover decreases... other than that, people also respond during the first three months, any new professional, we have closer monitoring of our talent attraction area. Our HR, which we call people management, is divided into two areas: we have a talent attraction area, which looks outside of Pitang and we have a development and talent area that looks at talents inside Pitang. that are already within Pitang. So any new professional is monitored by this talent attraction area, our HR, in the first three months as well. Once a month there is a meeting to see how the adaptation is going, the guy answers some forms, yeah... about how his experience is going. Furthermore, the onboard is all done with automated tools, even with a little AI, because there is a Bot that, you can use the Bot to answer questions, talk to the Bot which is our development and there is also a whole cycle that is generated by an information robot that is sent daily to the person during their first week at Pitang so that they can become aware of all the company's processes, all areas of the company. And finally, if we think this reduces turnover, yes. We think it decreases because it makes people feel more at home faster, people are less lost, especially now that everyone is working from home, throughout the pandemic we have already hired more than two hundred people, So these two hundred, ninety percent of them, except former pitangueiros, people we had never seen in our lives, we only know through the computer screen, we only know virtually. So, the need for engagement, and the need to create this sense of belonging and team spirit, is even greater.

Researcher: Is your organization always up to date with new technologies? Can you tell us how it works in your organization? If so, when this happens, does the entire team undergo training, and how is it carried out?

C2: Yes, the adoption of new technologies in the company can normally occur in two ways: either due to the specific need of a project, or due to a client's demand, right, or when we, studying the problem from the client, together with the client we identify the need to adopt a new technology, so it could be through this route, or it could be through our labs. We are from an area called Pitang Labs, which is an area that precisely studies the adoption of new technologies for the company. They are not necessarily completely disruptive technologies for the market, but they can be disruptive for the company because we have not yet adopted them, or have not adopted them in a consolidated way. Several projects that have already been shot, which we already have a lot of experience with, the professionals they know, etc. So, either via Pitang Labs, or via a specific demand from a project, we can work on a new technology. Normally when this happens, if it is via project, there will normally be training on that specific project, professionals from that specific project. If it's via Labs, there will either be training, or it's more common for us to partner with companies, whether they are partners, suppliers, or even we are in the middle of a large technology hub that is Porto Digital, huh? More than three hundred companies. So, many times there is already a company, not necessarily that already has some type of partnership with us, but... but that has mastered that technology. So we can eventually build a partnership with that company to absorb the technology faster, or an educational institution also happens. We have partnerships with computer centers at the Federal University of Pernambuco, for example, with the technology sector at the University of Pernambuco. So eventually we can bring in consultancy from professors, or doctoral students, or master's students, this has already happened in the past, and then we are usually talking about technology, as I said: it may not even be disruptive to the market as a whole, but for us it could be. You might be talking about machine learning, I don't know, you might be talking about a specific technology for transforming speech into text, I don't know, or contrary to text into speech, it's real-time video generation, with a... a robot for back already building video, in short, there are N situations. But, when that happens, it can be with training or with this joint work, and even self-study, depending on the level of difficulty, let's put it like this, that technology brings, right? For a new entrant.

Researcher: Does your organization offer incentives for professionals? If so, could you talk a little about which ones and how they are granted? For how long? Do you think this contributes to the reduction in turnover? Why?

C2: Okay, I understand that with these incentives the specific question is in relation to learning, in relation to training, right? **Researcher:** No. Or general incentives, financial incentives, for example? **Researcher:** General, general, that's it.

C2: So, there are several incentives, there are many. But for example, speaking, starting with the area of training, right, education, obviously professional education. We have an incentive which is to reduce working hours for people to pursue a master's degree or doctorate, the person can reduce, let's say, if it is eight hours, they can reduce it to six hours, without a reduction in remuneration, as long as the thesis that she is working on her master's or doctorate requires prior approval by the company, because we understand that that area of knowledge has an effective application within the company for projects that the company intends to work on. So we already had several pitangueiros who benefited from this benefit, for example. Another benefit we have: if the person receives sick pay, and the person earns more than the INSS ceiling, if the INSS will only pay the ceiling, we supplement it so that the person has the same salary for as long as they are away. We have extra tickets in addition to the collective conversion, collective convention determines a ticket of around seven hundred and fifty reais, we have, in addition to this ticket of seven hundred and fifty reais, we have a ticket of one thousand reais, which the person chooses if want to divide between food ticket, restaurant ticket, we have a health plan paid in full for the pitangueiro, we have different incentives, for example for lens assistance, assistance, even funeral, which obviously I hope no one needs to use, but there is, it's daycare assistance, babysitting assistance, supplementing even, I don't remember the age now, but I think it's five years, six years, I think it's six years of the child's age, yes, we have specific benefits linked to training too, that is, sometimes we don't pay in full, because I think that everything that is given without any compensation tends to be a little undervalued, but we cover, I don't know, ninety percent of a specialization course that the person is taking, but since it is within an area that will have practical application within the company, we pay ninety percent of an English course if the person is linked to a project that has international clients, or has the need for any other reason for using the English language. So, yes, there are benefits, there are other indirect benefits, let's put it like this, because not now, when everyone is working from home, but we pay for a bicycle parking area so that people can cycle to the company, so that the person can leave the her bike close to the company, there are benefits linked to Gympass, all those gym discounts, right? There is another benefit which is psychological support, we already had it before the pandemic and obviously during the pandemic it was used a lot, it is a partnership with the company that does everything, monitoring with psychologists, yes, remotely, and it really was a happy experience coincidence, because we had been hiring since 2019, and with the pandemic this ended up being much more in demand. There is another benefit for monitoring people who have doubts about financial matters, legal questions with lawyers, with economists who answer people's questions. So,

anyway, there are several benefits, I'm thinking here, I must have forgotten some, but I think I expressed it, I said it. And if this reduces turnover, I think so, without a doubt, because I think the issue of turnover thinking about it in a more comprehensive way, for you to retain a person, for you to engage a person in the company, you have to have a technological challenge to the height, that they always feel challenged, that the person no longer gets into the same thing, because people are driven by challenges, so when you transform a person's professional performance into a routine, you tend to make them more discouraged, so the first point is: generate technological challenges, as long as it matches the person's capacity and if the person needs to have this capacity elevated to the company, create conditions for the person to pursue and increase this training capacity, knowledge and everything more. So you need to give people reasons with challenges and training so that they perceive a professional evolution in them, obviously salary, is the basic of any program, people have to understand that they are being paid in line with the value they are adding, and how much the market as a whole values the work it provides. The environment... is... let's say: one that makes people feel good, an environment that is stimulating to work in, an environment where people don't think: today is Sunday, tomorrow I'll have to go to work, on the contrary, the person, well Tomorrow is Monday, I'm here with all my energy, all my energy to go to work. So, the company's climate, the teamwork environment, the hierarchical relationship environment, right? Everyone contributes to this. So, if you have these factors, you will retain people, it is logical that people may leave due to other aspirations that you will never be able to fulfill, for example: the person has the desire to live outside the country, today we even respond because Everyone is working from home, so today we have pitangueiros living in Canada, for example, but that's not normal, right? So sometimes the guy has a plan to live outside the country, or the guy wants to dedicate himself full time to his academic career, right? Or even a challenge, as much as we work with very diverse projects, clients from the most diverse areas, the technological challenge, the knowledge and business challenge is always happening, because we are always working in different sectors of knowledge, but eventually the If a person has a specific desire to work with specific technology that we don't have, it can happen, but in general, I think this is what reduces turnover. So, all these actions, all these fronts that I mentioned contribute to the reduction. And, talking about something you didn't ask me, taking advantage of this parenthesis, it's no surprise that because of this, we've been there for ten years, and based on the partial score we've now received from Grand Place Work, we must be going into its eleventh year, always in the Grand Place Work ranking, or at least certified by Grand Place Work, which is an assessment that is carried out anonymously and independently by the company's own employees, in our case the pitangueiros. So it's very rewarding, and I always say that it brings us greater responsibility, because the stakes are up there, very high, which is for us to always maintain this level of recognition by employees.

Researcher: In your point of view, in general, is there good communication and relationships between professionals and managers in the organization? Do you think this factor contributes to turnover? Why?

C2: Yes, there is communication and relationship. It's one of the things we invest the most in, especially, once again now in this time of pandemic, communication has become more essential than ever, it was already essential and I think it has now increased, so much so that we had, for example, meetings our leaders, it's a meeting that I promote, but that the entire Pitang board participates in with the company's leaders, we held this meeting quarterly, then at some point, throughout our history we started holding it monthly, and Now since the beginning of the pandemic we have been doing it weekly. And leaders are not just people, they have a manager position in the company, the leader can be anyone who was chosen by other pitangueiros to represent it. We hold an annual election, almost like a legislature, the pitangueiros choose who they think represents them, or who should represent them at these meetings. And the meetings are very informal, they are meetings to discuss, in this case now that they are weekly, what is going on in the company, what are the doubts, what projects are we doing, what are the changes that are happening within the company? company, in short, discuss the company's day-to-day activities in a chat with everyone. Today there are almost a hundred leaders, because as I said, not only are they people who have leadership management positions, there are many people who are nominated in this election that we hold annually. So this helps a lot to disseminate information within the company and also to create an approximation, so that we can reduce these hierarchical levels, make the company flatter. We consider it a very flat company, we have very few hierarchical levels, basically we have projected structures, and these projects respond to ninety percent of them, they are in the operations area, they report to an operations department and the operations department is a peer of mine. , I am executive director, but, as a simple matter of destiny, the decision is consensual, the four directors are partners in the company as well. So every decision is made by consensus and we are very close to people, I think this is essential, obviously we encourage a lot, we encourage a lot for this to happen within the teams as well. So, this undoubtedly contributes a lot to reducing turnover.

Researcher: In your point of view, are the professionals committed to the organization? If so, how is this perceived? Do you think that a lack of organizational commitment can lead a professional to leave the organization? Why?

C2: Okay, I understand that yes, they are committed, once again, in addition to the Grand Place Work research showing this. We also do internal research, climate

research and everything else. Yes, we understand that the lack of commitment can indeed be something that takes a person, that in fact, if the person reaches a point of becoming uncommitted it is because they are discouraged, it is because they are no longer in the mood, they are even in body, but she is not in that enterprise anymore, in that, in that performance, you know, in that position in which she is working. So, this can undoubtedly lead a person to decide to leave the company, and how to combat this is all we have talked about so far. Yes, you create, right? always this motivation, this challenge of people always realizing, not only are they being valued for what they are adding, but also that they are always having the opportunity to always evolve.

Researcher: In your organization, do employees do a lot of extra work? How often and on what occasions? Do you think this has created an excessive workload for professionals? Is there any type of monitoring so that professionals do not reach the exhaustion stage? If yes, how is this monitoring carried out?

C2: We do have monitoring, we work with a time bank, so we monitor the time bank. O, even for people who don't clock in, because those who are under a remote work contract who don't clock in, there is monitoring in the sense of common sense, right? So much so, if these people even don't clock in, they need to go... projects, any project team can happen, but in the software area this is very common, sometimes you are in the final stretch of a product in production and you are still running behind small adjustments, or the implementation can only be done in the early hours of the morning because it will not impact those customers of the specific product that you are making available to your client, the end customers, the end users, right? So, often during implementation or when a bug appears that you have to resolve, because it is business continuity for a client of yours. So, you sometimes work early in the morning, you work weekends, it's not common, but it happens. So, in situations like this, if the person clocks in, it is there in their time bank, this is followed up and the person compensates, the person, if applicable, is not a model that we like more, but we also pay for the those extra hours, and it's not that we don't like simply having to pay, it's because we understand that it's better for the person to enjoy those hours that they worked extra, for their health, both mental and physical. But eventually there may be situations where it is paid. Even for those who don't punch in, this is also monitored, yes, with common sense, right? If we know that there was a deployment and the guy stayed up all night working, even though he didn't clock in, the guy negotiates with his team, with his leader so that he doesn't work the next day, for example, or if it can't be done at the another day, next week, or a public holiday, I don't know... So, common sense is always welcome, once again, with a lot of transparency, with a lot of, yeah... justice, right? Always thinking about balancing the company side and the pitangueiro side, so that everyone perceives this

environment of equity, transparency and justice, and this increases engagement, right? and that doesn't discourage anyone. And then that's it. I think the question you asked me. If it has a high frequency? It depends on the project, sometimes you take on projects where the circus is on fire, it can happen that you have peaks in demands that last for days, or even weeks, it's not normal, once again, but it can happen. And we will always have the common sense issue of monitoring and trying, controlling, you know, these peaks.

Researcher: Given the high demand for IT professionals, what strategies are used to retain professionals in your organization? Could you tell us a little about how it is being done? How are you dealing with this situation?

C2: See, most of what I've already said are obviously strategies to increase engagement, increase satisfaction, in short, increase people retention. Furthermore, some more targeted actions had to be taken, for example: historically, Pitang is now a company of around four hundred professionals, historically we have always had a very strong concentration of these people here in Recife and São Paulo, where we have offices and where the majority of our clients are, sixty-five percent are in our axis Rio, São Paulo, they have always been since the beginning of Pitang's operations, and the rest here in the Northeast, of course we have clients in other places, There are customers even outside the country, but in percentage terms they are not significant, a very strong concentration is in the Northeast, thirty-five percent and sixty-five percent along Rio and São Paulo. So the concentration of our professionals has always been in these two locations, specifically the Northeast, here in Recife and São Paulo, even before the pandemic, we already had about forty, I don't know, fifty people in São Paulo and the rest were here in Pernambuco. With the pandemic this became, as I said, all over Brazil, even outside of Brazil we have people today. So, the salary comparison for these people started to be different, before we had a job market that we had that was adherent both to retain people, talking about salary now, both to retain people, and to attract which was Saint Paulo and there was also the Recife market. Now you compete for professionals, and your professionals are also sought after by companies from all over Brazil, in fact from all over the world, we still don't have such strong global competition, for Brazilian professionals, because unfortunately, on average, the level of English of Brazilian professionals is is very bad. So, you end up not having a Brazilian professional so available on the market outside of Brazil, because few people speak English and Spanish fluently and are able to participate in international projects. So the fight, let's put it this way, for professionals is still very strong within Brazil, but it has become national. So one of the actions we took right at the beginning of the pandemic was to adapt our job and salary plan, no longer to the Recife average, no longer to the São Paulo average, but to the national average. In fact above average, because we

have always worked, in the HR area it is called the third quartile, that is, what is above the median there, of salary practiced for that position, specific according to the level of seniority. So, for example, this was a strategy that was changed during the pandemic. Furthermore, this strengthening of all communication actions, as I said: leaders meeting to be held weekly, we already had a meeting that we call digital within Pitang, which comes from digit or transformation, but it is a meeting to discuss technical issues within Pitang, which used to be monthly, became weekly as well, all via video conference, which is a way of staying close to people and making people feel more engaged, increasing people's sense of belonging to the organization.

Researcher: In your organization, do professionals have the autonomy to perform their tasks without prior authorization from the manager or supervisor? If so, could you tell us a little about what these autonomies are? Do you believe that autonomy has any impact on reducing developer turnover? Why?

C2: See, this is a question to which the answer is partly yes, partly no. Why? Yes, autonomy is very linked to the maturity of the professional, so depending on the maturity of the professional, yes, they have a lot of autonomy. In fact, the teams have a lot of autonomy, we don't do any type of micromanagement in relation to the teams. Yes, and as we practice a lot, we use agile practices a lot, self-organizing teams also organize themselves, right? So, yes, I would say that our level of autonomy on average is higher, I have no problem saying that, I believe that it is greater than the vast majority of Brazilian organizations, obviously I am not just comparing it with the software industry, but with organizations in the way of working in general. Now, it's logical that you're not going to take an intern, or a junior guy, and give the same autonomy that you give to a senior guy. So, this has a lot to do with people's maturity level. And if autonomy has an impact on reducing turnover, yes, definitely. Because as you empower people and give them autonomy, this increases the value of the professional, right? He feels more valued, obviously his responsibility increases, but for the guy to live up to that responsibility, it's logical that he will feel, yes, this professional satisfaction. I believe it does reduce it. The increase in this empowerment, and we practice this a lot within teams due to the use of all these agile practices.

Researcher: In your point of view, is salary the main factor in retaining a professional? Do you use this strategy when the professional intends to leave the organization?

C2: I don't think it's the main one, but it's one of the main ones. Salary is basic, right? If you take Maslow's pyramid, because the salary that gives you what will meet your needs, will give you the ability to buy food, to buy, to pay your roof, right? Buy the items you need for your leisure, for your well-being. Salary is the base and it is logical that it is a very important factor. He is certainly not the only one, you can have highly paid professionals, but who work in a toxic environment, who work in an environment where he is not valued, who work in an environment where he is... possibly even treated poorly, or who exposes himself to risk, anyway. Salary is not the only condition, it is important, but you need several other conditions that go above salary, once again thinking about Maslow's pyramid, which will complement this retention, satisfaction and engagement index for any professional. Here come all the points we've been talking about here, right? In this conversation, but... we look at salary, of course, I talked a little about the job plan, bringing this to the median, right? For the third quartile, looking at the national level. We try to anticipate, right? The issue of valuing the professional. It's very bad when professionals need to go to the company or their leader and say: I wanted a promotion, I don't think I'm being paid the value I add, the way I should, or even worse, when he arrives and says: I received a proposal for X, and today I earn seventy percent of you weren't looking at him, you weren't valuing him, of course that's not always true, but it can happen, it can also be, as the market is very crazy, it's also a fact that the guy is being overvalued, overvalued, more than what would really be fair for the stage of professional training he is at, the stage of emotional maturity, even, professional that he is at. But apart from these exceptions, it is important that we anticipate these issues. So, this is another practice that we are always working on, of carrying out an evaluation round of people, we promote various ways for you, each of the Pitang professionals to evaluate themselves. Our management and performance process is what we call the professionals themselves who decide on their anniversary date at the company. So, there is an annual process that is led by the professional himself, so he invites the people he wants to participate in that moment of his performance management, he presents what points he has, what are his strengths, what are his points he has that he should improve, he draws up a plan, this is discussed with the people he invited, usually people who work with him on the same project, or who already work with him, people possibly HR, his leader, anyway. And then draw up an improvement plan, including based on OKRs for the next year. This is a formal process, other than that we have a one on one that happens at any time which also ends up being a way of you, yes, and passing on to the professional what are the points that he needs to improve, and which ones he is very well, that is very strong. There is an important point that I didn't mention, we have a product that we developed within Pitang, which we are now taking to the market, which is a currency of merit, a currency of recognition that we call merit coin, At Pitang we call this currency pitango. So you have an application, that this is just for positive recognition, okay? But it's an application that, every month, you receive a number of pitangus, in the case of Pitang we distribute a thousand pitangus every month to all pitangueiros and you have to

donate this thousand pitangus to other pitangus, you always donate by mentioning it at the time of donation because of that donation, what value of the company made you, yes, value that share to the point of donating, I don't know, one hundred pitangus to Paulo, two hundred pitangus to Eduardo, because he participated with me in a presentation he gave the difference, it helped me achieve the objective of the project, I don't know. So, if you don't distribute the thousand pitangus, when the balance left there arrives at the end of the month, it is zero, it doesn't stay for you, these pitangus are not yours, they are to be donated to others, and obviously you will receive donations too, and over time it generates a ranking, and at the end of each quarter, and at the end of the year, all pitangueiros who are in the top ten of the ranking receive some awards from the company, the annual awards include trips and other things. But the main thing is not the awards, the main thing is that you, on a daily basis, receive this recognition of merit in almost real time, this generates a level of satisfaction and engagement and bringing people closer, which is like this: it has been a very big success. We are starting to include some companies, here at Globo Nordeste, which is the name of Globo Recife, yes, they are in the process of implementation, in this case they call the currency staleck, for example because it is the name of the currency there from big brother, so that's pretty cool.

Researcher: Considering everything you've said so far, could you talk a little about which additional factors, in addition to those mentioned above, can contribute to professional turnover. You are free to comment anything.

C2: Ok. I think I've already said a lot, I don't know if there are any more points to add besides those I've already mentioned. Yes, I think the main thing is, these are the points I already mentioned. The main thing is the professional challenge, obviously a salary that is in line with the value you are adding and how recognized your professional moment is, and, yes... you are in an environment that motivates you. I think I've already talked a lot about this over the previous nine questions. So, I really don't remember anything else to add.

Researcher: Ready. Perfect. I want to thank you for your participation, for your availability. And it will certainly contribute a lot to our study.