

# SEXUAL DIVERSITY

## Guide



**Arcos Dorados**  
2023 Edition

**WE ARE** Diversity and Inclusion Committee.



# EPIGRAPH

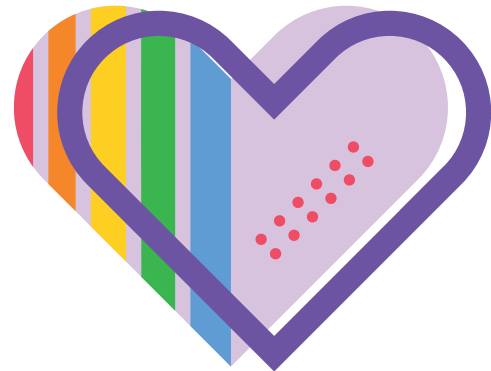
## CHARACTER OF THIS GUIDE

It is important to clarify that to guarantee its correct application and in accordance with the legal regulations of each country and the social context, this document may be dynamic, and periodically reviewed and updated. It is also essential to always follow the laws of each market.

Arcos Dorados rejects all forms of discrimination based on age, gender, sexual orientation, gender identity and expression, disability, ethnicity, phenotype, socioeconomic status, or for any other reason. However, this guide will focus especially on Sexual Diversity.

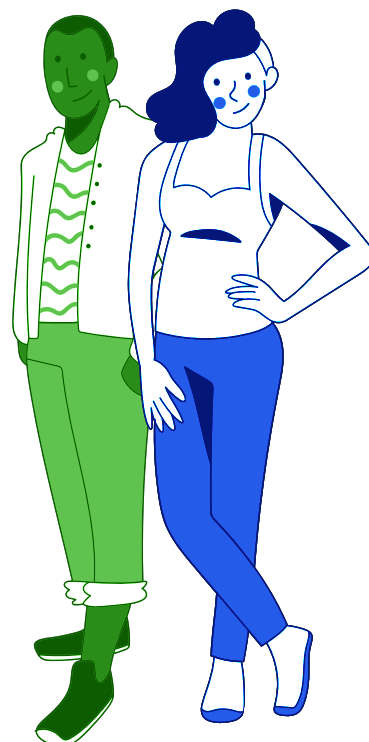
### Note on the use of language:

In order to facilitate reading, gender-neutral language was used in most of the paragraphs, with the exception of some terms that may be adopted in the masculine form to ease the read in its context. It is also worth clarifying that this guide seeks to provide visibility to gender diversity. Therefore, if not expressly stated, when referring to subjects, consider included people who identify themselves as male/female and others who do not self-identify with the binary pair.



## SCOPE OF THIS GUIDE

This guide covers all Arcos Dorados collaborators, regardless of their hierarchical level, the area where they work, the type of contract or the type of work. Likewise, everything provided in this document is not applicable to suppliers or their employees. Arcos Dorados will do its best to spread its different policies and guidelines with its suppliers.



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# DESCRIPTION AND SCOPE OF THE DIVERSITY AND INCLUSION COMMITTEE

We generate good moments being ourselves: Our Service Coolture is the way of working that drives us. Under this premise, we created a philosophy that guides our day to day and that puts people at the center of everything we do, both in our corporate offices and in restaurants.

In addition, we are a Company represented by a great cultural and generational variety. So, we understand the social responsibility that this entails, and for this reason, through the Diversity and Inclusion Committee, we guarantee our people that issues related to diversity are treated as a priority pillar within all business areas.

## WE ARE Diversity and Inclusion Committee.

Declaration:

*We are committed to promoting and respecting individualities as a fundamental human value for life and for work.*

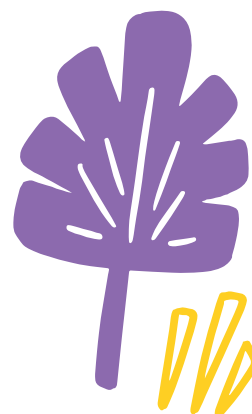
### PRINCIPLES

- We promote a more inclusive world for all people.
- We put people at the center of everything we do, respecting and celebrating differences.
- We promote development from the individuality of each person, favoring inclusion and equal opportunities.

### WORK AXIS

The Committee currently focuses on 5 lines of work, resulting from an exhaustive diagnostic work carried out based on our population.

- Gender
- Intergenerational Relations
- Sexual Diversity
- Health & Wellness
- People with Disabilities





# MEMBERS OF THE DIVERSITY AND INCLUSION COMMITTEE



**Sponsor:**  
Woods Staton -  
Executive Chairman



**Leader:**  
Marlene Fernández



**Scrum Master:**  
Michael Parton



**Communications:**  
Mariana Scalzo



**Human Resources:**  
Fabio Sant Anna



**Human Resources:**  
Amanda Queiroz



**Gender Axis Leader  
Women's Network**  
Rossmery Zumaeta



**Intergenerational  
Relations Axis Leaders**  
Martín Palacio  
Mariana Socolinsky



**Sexual Diversity Axis Leaders  
Arcos Pride Network**  
Guilherme Coe  
Loreto Alvarez



**Health & Wellness Axis  
Leaders**  
Sergio Pivetti  
Flor Fragalá



**People with Disabilities Axis  
Leaders**  
Lina Ortiz  
Alma Gordón



# SEXUAL DIVERSITY AXIS: Arcos Pride Network

Based on the diagnosis made by the WE ARE Diversity and Inclusion Committee, the Arcos Pride Network was created to work on the issues of the company's Sexual Diversity Axis. It is a collective initiative, with representatives from different geographies, disciplines, hierarchical levels, sexual identities and ethnic groups.



## ARCOS PRIDE MISSION

Promote and encourage a free and safe space for the LGBTQIA+ population in Arcos Dorados, which protects the full development of all people, according to their sexual identity, allowing each one to prosper and achieve their greatest personal and professional fulfillment.

## PRINCIPLES

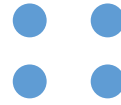
- We recognize diversity as a value and not as an obligation.
- We foster an inclusive organizational culture.
- We are a citizen company and an agent of change for society.
- We believe in a fairer and more equal society.
- We seek a healthy, democratic and prejudice-free work environment.

## OBJECTIVES

- **Educate and raise awareness** about the diversity of sexual identities that comprise the company's talent and the communities in which we operate.
- To be a **leading company in the management of sexual diversity**, recognized for its non-discriminatory, inclusive and fair spaces and for our commitment to the LGBTQIA+ community.
- Detect **opportunities in the experience of customers and employees** related to sexual diversity and act to improve them, so that they feel safe, valued and respected, preventing prejudiced actions towards LGBTQIA+ people that lead to practices and acts of discrimination or violence towards them.
- Establish **action criteria against discriminatory manifestations** - direct or indirect - and situations of harassment or violence motivated by reasons of sexual identity that occur within the organization.



# MEMBERS OF THE ARCOS PRIDE NETWORK



## Network Leader and Co-Leader



**Guilherme Coe**  
Senior Marketing Manager  
COLOMBIA, ARUBA,  
CURACAU and TRINIDAD &  
TOBAGO



**Loreto Alvarez**  
Communications Chief  
CHILE



**Alejandro Vargas**  
Marketing Consultant  
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**Alejandro Ramirez**  
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**Elisa Jannuzzi**  
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**Gisela Acerbi**  
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**Javier Riquelme**  
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Chief Data Analytics &  
Governance  
CORPORATE/ARGENTINA



**Kevin Mora**  
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Coordinator  
COSTA RICA



**Martín Cabral**  
Business Manager  
URUGUAY



**Nadeths Kerry**  
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PANAMA



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**Wesley de Brito**  
Senior Accounting Manager  
BRAZIL



# THE IMPORTANCE OF TALKING ABOUT SEXUAL DIVERSITY IN ARCOS DORADOS AND MAKING EVERYONE VISIBLE



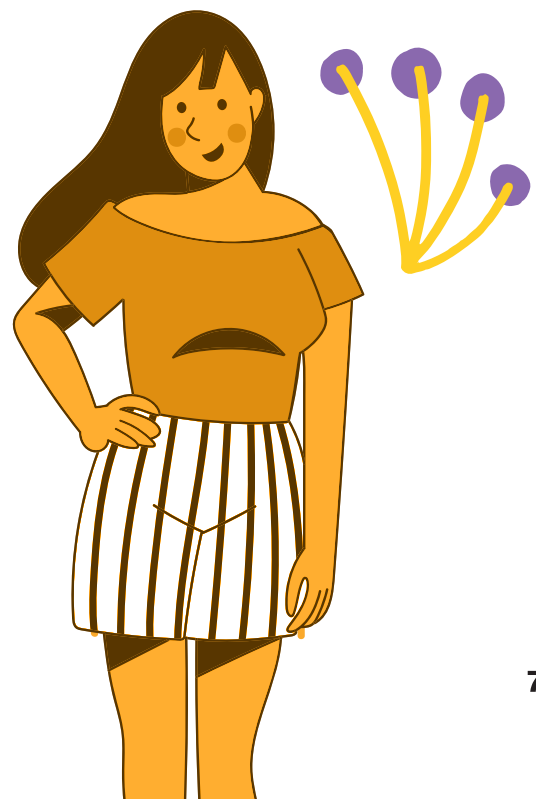
The people who comprise Arcos Dorados are diverse in many aspects: ethnic, religious, family composition, social, geographic or national origin, physiognomic, sexual, gender identity and expression, sexual orientation, education, age, disability, personality, style of work, culture, belief system, among many other characteristics that constitute the human being.

*Talking about sexual diversity implies talking about everyday life, that is, being able to talk about the activities carried out during their days off, being able to express how one feels, dressing according to what one feels like, naming oneself and being named accordingly, among other usual topics in any workspace. All this is reflected from and in sexual diversity, which is why not talking about it implies making people's identities invisible.*

The sexual orientation, the gender identity and its expression and the body diversity makes, as a whole, the sexual identity, an important part of the global identity of an individual. In it, a person recognizes itself in a body image, perceives itself in a certain gender, and expresses it throughout the construction of its identity; in the same way that it expresses towards whom it feels erotic and/or affective attraction, or forms its family reality in a certain way.

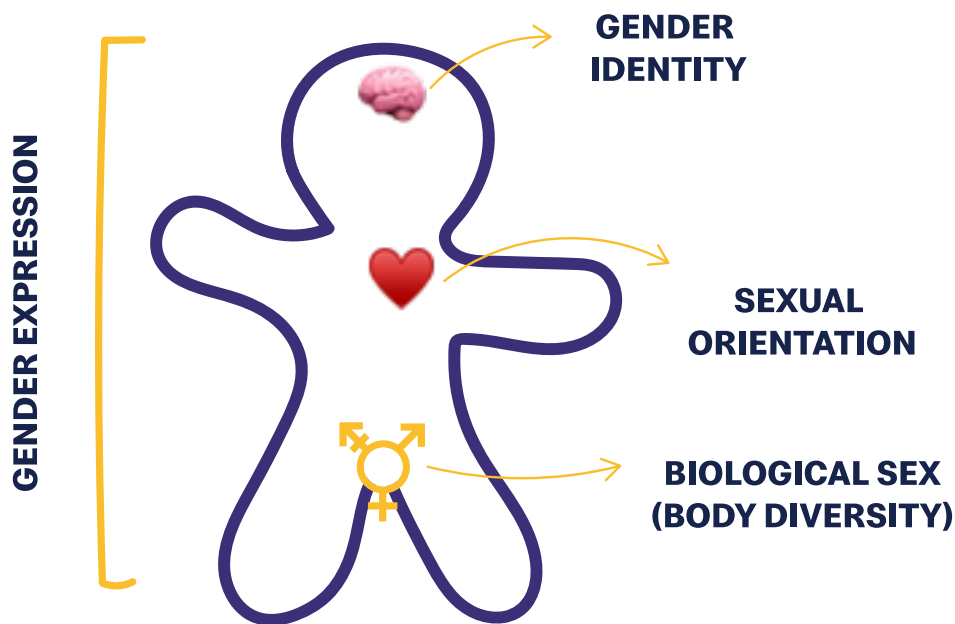
LGBTQIA+ people are still relegated in their recognition and visibility in the workplace, despite the legal advances made in various countries. It is a topic that is often unknown, or that can generate discomfort and prejudice that prevent the construction of a productive employment relationship, or it is believed that it is very complicated to work on or that it is not necessary.

Working on sexual diversity at Arcos Dorados implies making everyone visible, helping to break down prejudices and making it easier for people to freely express who they are and live without discrimination in the workplace. At Arcos Dorados we not only accept diversity, but also embrace and encourage it, since the work reflects what a person does, in terms of who each person is.



# WHAT IS SEXUAL DIVERSITY ALL ABOUT?

A glossary is provided that will allow you to learn and familiarize with the most commonly used expressions and words when referring to sexual diversity. It is considered extremely important to use it correctly, as its incorrect use contributes to the reproduction of harmful and discriminatory terms. The following concepts are ordered by following a line that goes from the biological to the cultural perspective.



## BIOLOGICAL SEX

Female - Intersex - Male

Biological sex refers to objectively measurable organs, hormones and chromosomes. Female: vagina, ovaries, XX chromosomes. Male: penis, testicles, XY chromosomes.



## GENDER IDENTITY

Woman - Gender fluid or Non-Binary - Man

It refers to the internal and individual experience deeply felt by each person of their own gender which may correspond (Cisgender) or not (Transgender) to the sex assigned at birth or the gender that society assigned to them.



## SEXUAL ORIENTATION

Heterosexual - Bisexual - Asexual - Pansexual - Homosexual

Sexual orientation describes who you are physically, emotionally and/or emotionally attracted to based on that other person's sex and gender in relation to yours.



## GENDER EXPRESSION

Feminine - Androgynous - Masculine

External manifestation of each person's gender identity, expressed through name, pronouns, behavior, clothing, hairstyle, voice, and body features.



## SEXUAL DIVERSITY



A broad set of all manifestations of sexuality<sup>1</sup>, based on biological characteristics, sexual orientations, gender identities, and their expressions, including heterosexuality.

## LGBTQIA+

Acronym that constitutes the way of naming the most visible non-heteronormative sexual identities:

**L:** Lesbians

**G:** Gays

**B:** Bisexuals

**T:** Trans (transgender, transsexuals)

**Q:** Queer

**I:** Intersex

**A:** Asexual



Eventually, and depending on the social and geographical contexts and the needs of revindication of the LGBTQ community itself, it can be added letters such as "I" (Intersex), "A" (Asexual), or several "T" to make visible, in the latter case, the main Trans identities (transgender, transsexual) and symbols such as the "+" that represents all other sexual identities. In this sense, this acronym tends to be modified as different groups of the sexual diversity legitimize their visibility.

## BIOLOGICAL SEX

Binary category (female or male) that arises from the interpretation that historically and culturally has been made of certain anatomical, biological, genetic, and physiological variations between people, especially in relation to their genitalia, hormones, and chromosomes.

## GENDER

It is the set of expectations, opportunities and attributions that are socially constructed taking sexual difference as a basis. This cultural and social construction of gender roles is situated, it is historical and temporary, which means that it varies according to place and time, it is reproduced through the transmission of customs and cultural values, and they reproduce power relations between masculine and the feminine. In other words, gender is what society considers to be "proper" for men and what is "proper" for women.

The dominant social and cultural model speaks of gender as a system of dichotomous power where (gender) differences are linked to the person's biological sex. This model gives rise to two rigid categories where the masculine/man prevails over the feminine/woman and at the same time makes the non-binary gender invisible. On this binary basis of sex and gender, the heteronormative paradigm has been built, which is in the process of transformation.

<sup>1</sup> According to the Pan American Health Organization and the World Health Organization, "the term «sexuality» refers to a fundamental dimension of a human being: Based on sex, it includes gender, sexual and gender identities, sexual orientation, eroticism, affective bonding and love, and reproduction. Sexuality is the result of the interaction of biological, psychological, socioeconomic, cultural, ethical and religious or spiritual factors. More information available at [http://www.e-santas.edu.co/Diplomados/VIH/Modulo%201/lecturas/Promocion\\_de\\_Salud\\_Sexual%20OMS%202000.pdf](http://www.e-santas.edu.co/Diplomados/VIH/Modulo%201/lecturas/Promocion_de_Salud_Sexual%20OMS%202000.pdf)

<sup>2</sup> According to the IACHR, "queer" is a global term that refers to those people whose gender identity is not included or transcends the male and female binary.

## SEXUAL ORIENTATION

Affective and/or sexual attraction to other people. This attraction may be to people of a different sex and/or gender, the same sex and/or gender, mixed sexes and/or genders, or no attraction to any type of person.

In general terms, when talking about **heterosexual** orientation, reference is made to the attraction between people of the opposite sex and/or gender: women feel sexually and/or affectively attracted to men; and men feel sexually and/or affectively attracted to women.

The **homosexual** orientation refers to attraction between people of the same sex and/or gender. Lesbian women feel sexually and/or emotionally attracted to other women. Gay men are sexually and/or emotionally attracted to other men.

The **bisexuality** refers to those people who feel sexually and/or emotionally attracted to people of the same sex and/or gender and of the opposite sex and/or gender, that is, for example, towards men and women.

The term **pansexuality** is used to describe sexual and/or romantic attraction to people regardless of their sex, gender identity, or sexual orientation. A person with a pansexual orientation is attracted to the qualities of a person (their way of thinking, personality, values, humor, beauty, etc.), regardless of their gender or sex. Rather, they are sexually or romantically attracted to people for who they are, for their individuality, and for being unique.

Finally, **asexual** people are those who are not attracted to other people, or who are only emotionally attracted but not physically.

All people have a sexual orientation, so it can be said that there are infinite possibilities of sexual orientations, as many as possible configurations of individual desire.

**Sexual orientation is not a choice. What is chosen is the fact of accepting oneself and living in accordance with what one feels.**

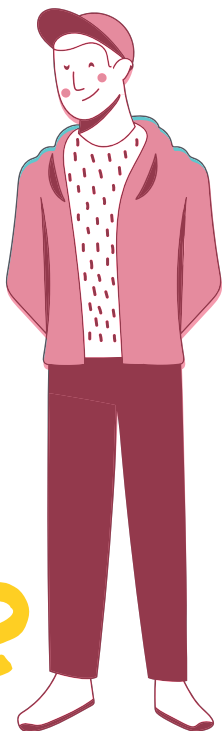
## GENDER IDENTITY

It is the internal and individual experience of gender as each person feels it, which may or may not correspond to the sex assigned at birth, including the personal experience of the body. This may involve the modification of bodily appearance or function through pharmacological, surgical, or other means, as long as it is freely chosen.

Every person has a sexual orientation and a gender identity, but one does not depend on the other. For example, a transgender person may be heterosexual, bisexual, lesbian, gay, or asexual.

## GENDER EXPRESSION

How people express their gender construction, which is reflected in the way they present themselves to other people. Gender expression is reflected in appearance; the way of dressing; the ways of speaking and moving; the language; verbal and gestural expressions; personal behavior and social interaction; the choice of name, among other personal characteristics. All people have a gender expression, and this can be concordant or discordant with respect to established cultural norms. For example, any person can have a masculine, feminine or androgynous gender expression.





## SEXUAL IDENTITY

Combination of biological characteristics, sexual orientation, gender identity, and their expressions, which makes a person who they are and not another. It is a unique construction of each human being, and everyone has a sexual identity.

## NON-BINARY GENDER / GENDER FLUID / GENDERQUEER / GENDER NON-CONFORMING

Non-binary gender applies to people with gender identities outside of the gender binary, given that their self-designated identity is not perceived as fully masculine or feminine. People of non-binary gender can identify with a third gender outside the binary (dissident gender); with two (bigender), three (trigender), or more genders (pangender) simultaneously; have a fluid gender that transitions between two or more genders perpetually or sporadically; or be agender if they do not identify with any gender totally or partially.

Some nonbinary people are often included in transgender identities, but there are those who do not identify with transgender because they consider that it follows binary patterns. Gender identity is separate from sexual or romantic orientation, and non-binary people have a variety of sexual orientations, as do cisgender<sup>3</sup> people. Being non-binary is also not the same as being intersex since most intersex people identify as male or female. It is called genderqueer all those non-binary people who, in addition to having a non-majority gender identity, also do not feel identified with any gender expression.

## HETERONORMATIVITY

Cultural construction that places heterosexuality as the norm and the only possibility of value in the organization of human social life. It is a set of rules that lead people to act according to prevailing and dominant heterosexual patterns. It proposes a homogenizing vision of people, establishes a hierarchical order for sexual diversity, and excludes and makes LGBTQIA+ people invisible. This ideological and cultural conception entails the belief that everything that is not heterosexual is "abnormal" or "unnatural", which gives rise to situations of rejection, discrimination, and violence.

## INTERSEX (BODY DIVERSITY)

People whose bodies vary congenitally from the hegemonic and binary dichotomous body model, and therefore cannot be simplistically considered with only the biological sex of male or female from birth. The intersex person can self-perceive as male, female or neither of these two gender identities and can have one or more physical-biological characteristics of different sexes. Intersexuality is not a pathology and does not imply a specific sexual orientation. Some organizations of intersex people prefer to speak of "body diversity".

Traditionally, medicine tried to compulsively assign intersex people the category of male or female, which in many cases involved interventions at an early age, including genital surgeries. Slowly, this paradigm started changing for another tending to the recognition of the rights to bodily integrity and self-determination of one's body.

<sup>3</sup> Cisgender defines individuals whose gender identity coincides with their sexual phenotype, differentiating them, by opposition, from transgender individuals. The neologism was introduced in 1991 by the German psychiatrist and sexologist Volkmar Sigusch.



## TRANS PEOPLE

People whose self-perceived gender identity does not correspond to the gender or sex assigned to them at birth. The expression “trans people” is the global term that encompasses transgender and transsexuals men and women.

Although the following definitions establish differences, it is the people themselves who define themselves as belonging to a certain identity, if they so wish to define themselves. It is recommended to use the expression trans person when we talk about this population, without exposing or constraining people and their intimacies, although conceptually the differences that may exist in this group of people are detailed below.

**Transgender** refers to trans people whose self-perceived gender identity is manifested through some of the forms of gender expression without implying interventions or bodily modifications.

**Transsexuals** refer to trans people who undergo hormonal treatment or surgery, which can go as far as genital reassignment, to modify their body according to their desired gender expression and self-perceived gender.

In the Latin American context, the **Travesti** identity (no direct English translation) is a political

identity born as a form of vindication of trans people's rights, represented by those who, for the most part, historically exercised sex work in the absence of other job opportunities for people from this population who, historically were more marginalized. This identity is mostly comprised of trans women and, although it may be interpreted by some members of the LGBTQIA+ population as derogatory or pejorative, the term persists as a form of self-affirmation and of reclaiming the term as an identity of struggle for rights, work and the space for trans people in the Latin American society. The Travesti identity should not be confused with Transvestites, since the latter should also not be confused with transgender; transvestites are often cisgender and have no desire to gender transition, but simply enjoy being able to cross-dress from time to time. When speaking of to or about an individual who identifies

as transgender, the term transvestite is typically seen as derogatory.

A trans man is a person who was born with the female sex, but who perceives himself as male and constructs a masculine identity.

A trans woman is a person who was born with the male sex, but who perceives herself as a woman and constructs a feminine identity.

In this guide, the general term “trans people” will be used, which includes transgender people, transsexuals and travestis.

## DRAG ART & DRAG QUEENS

Drag is an artistic and cultural expression that designates a person who creates and interprets a character with external features that may not correspond to those of their own sex and/or gender for entertainment, parody and satire and that exaggerates the attributes of a gender expression. A drag queen is a person, usually male, who dresses in clothing of the opposite sex and often performs with exaggerated femininity and in female gender roles for entertainment or fashion purposes. They often exaggerate certain features such as makeup and eyelashes for comic, dramatic, or satirical effect. While drag is heavily associated with gay men and gay culture, there are drag performers of all sexualities and genders and also interpretations of male gender expressions and gender roles that are Drag Kings. It should not be confused with gender identities and neither with the sexual orientation of the person who interprets it. People who practice this artform can be heterosexual, homosexual, bisexual, pansexual or asexual and have any gender identity.

In history there is a record of this cultural and artistic expression from royal entities, artists and famous characters of the popular culture.

## SEXUAL CONDUCTS OR PRACTICES

Erotic-sexual behaviors that people carry out regardless of their genitalia, sex and/or gender. Sexual behaviors do not define or condition the individual experience of people's sexual orientation and/or gender identity. For example, the fact that two men share a sexual practice does not make them gay or bisexual if they do not define themselves as such.

## TO COME OUT OF THE CLOSET

Process by which a person discloses their sexual orientation and/or gender identity. As coming out of the closet is not a linear process, it is not done once or in all areas simultaneously. For example, a person can come out in front of their friends and family, but not at work.

This process marks a vital and exclusive experience for LGBTQIA+ people. Heterosexual people do not come out of the closet since their sexual identity is part of the most socially recognized "norm" and historically accepted.

## OUTING

Way of naming all those actions or behaviors through which the sexual identity of a person is openly disclosed without their consent. It is a form of discrimination exercised against LGBTQIA+ people.

## VISIBILITY

At the individual level, the extent to which each person voluntarily reveals their sexual identity. From the social point of view, the way in which a given environment allows or facilitates the manifestation of the sexual identities of the people who integrate it.

## INVISIBILITY

Set of attitudes, and behaviors from a person or group that, by action or omission, deliberately or not, hinder or do not allow the manifestation of the sexual identities of LGBTQIA+ people. In this way, the exercise of the rights of these people in equitable conditions is prevented and discrimination is exercised. An example of invisibility is any action taken against LGBTQIA+ people so that they only make their sexual identity known in the private sphere and adopt an appearance compatible with the traditional binary and heteronormative vision in the public sphere.



# ABOUT DISCRIMINATION

## DISCRIMINATION

Facts, acts or omissions that have the purpose or result of arbitrarily preventing, obstructing, restricting or in any way undermining the equal exercise of the rights and guarantees recognized in the laws of each country and in the international human rights treaties in force. In particular, those motivated by reasons of ethnicity, gender identity or its expression, sex, sexual orientation, religion or beliefs, family situation, nationality by origin or by choice, marital status, age, disability, family situation, work or occupation, physical appearance, health condition, socioeconomic situation, social condition, social or cultural habits, ideology, political or union opinion, or physical characteristics, among others.

## DISCRIMINATORY MANIFESTATIONS TOWARDS LGBTQIA+ PEOPLE

Based on a complex set of learned cultural beliefs and values, prejudiced attitudes and actions can be developed that can result in segregation, exclusion, fear, hatred, and rejection of LGBTQIA+ people. These behaviors can originate practices and acts of discrimination and violence towards them.

Unlike “phobias”, prejudice, and discrimination against LGBTQIA+ people are not psychiatric disorders, but myths, beliefs and behaviors that can be reviewed and modified. The person who discriminates may not identify their practices as discriminatory due to the processes of naturalization – which consist of associating biological and immanent categories to social constructions – and invisibility – which is to deny the existence of an act or discrimination against a certain group. These processes do not remove the responsibility of the person who discriminates, since, under the law, whether a person is aware that is discriminating or not, it is also a responsible subject.

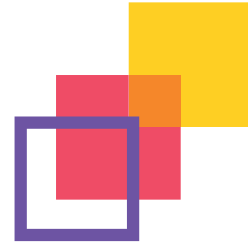
The use of terms such as “homophobia”, “lesbophobia”, “transphobia”, and the alike, could suggest a lessening in the responsibility of those who engage in violent or discriminatory conduct. For this reason, and although its use is widespread, it is advisable to avoid referring to acts of discrimination and hatred against LGBTQIA+ people as “phobias”.

Discrimination is generally thought of in terms of acts that take the form of teasing, joking, insulting, ridiculing, intimidation, harassment, bullying, cyberbullying, threats, physical and/or sexual assault, and deliberate marginalization. However, there are also other forms of discrimination such as promoting outing, which consists of openly disclosing a person's sexual identity without their consent.

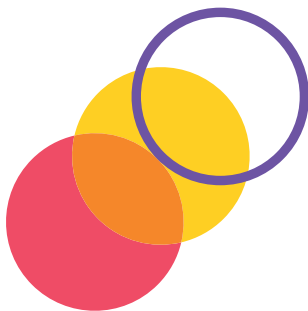


# SEXUAL DIVERSITY AS A HUMAN RIGHT

Until a few years ago, it was believed that it was only the role of the State to protect human rights and that companies should limit themselves solely to respecting the national legislation of the countries in which they operated. Today, that perception has begun to change and there are many business organizations that recognize that respecting these rights must be an essential part of their corporate management.



*It is important to keep in mind that the human rights of LGBTQIA+ people must be respected.*



Currently, both organizations and society in general have more information, awareness, and capacity of articulation to demand compliance with the rules and the termination of acts of discrimination.

In this sense, the responsibility of Arcos Dorados employees is to prevent those damages and ensure that these acts do not take place in the work environment. We do it out of conviction, since this is reflected in our vision and values, as a socially responsible organization, which is aligned with the United Nations Sustainable Development Goals (SDGs), which aim to reduce inequities, by the same time that we do them for reasons of reputation or commercial interest. In any of the cases, the underlying issue is to guarantee respect for human rights recognized by law and by society, by local regulations and by International Treaties that are in force in the countries in which we operate.

# SEXUAL DIVERSITY POLICIES: An Open Coolture

Respect for diversity is an organizational value and, therefore, one of the pillars of the company's culture. In order to make Arcos Dorados open to sexual diversity, we must work to respect and recognize this issue through a cultural change, which must be anchored in policies for its institutionalization.



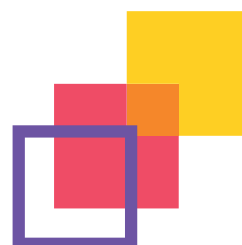
## SEXUAL DIVERSITY POLICIES

In accordance with the Arcos Dorados Business Conduct Standards, the company does not endorse any type of discriminatory act or improper behavior. Each of our employees deserves to be treated with equality, respect, and dignity, regardless of their race, ethnicity, color, gender, age, national origin, sexual orientation, or any other status protected by law.

These types of policies are aimed to end prejudices; to address the difficulties that may arise in the daily work environment; to generate respectful and safe work environments for LGBTQIA+ people; and make them visible.

The **non-discrimination and equality policies**, which all Arcos Dorados employees must follow, include:

- **Arcos Dorados Sexual Diversity Guide**, with clear definitions of what is meant by sexual diversity, including all manifestations of sexual orientation, gender identity and gender expression.
- **Safe and Respectful Workplace Policy** with the Definitions of types of unacceptable behavior for the organization.
- **Procedure and Denunciation Channel “Ethic Hotline”**. The existing complaint channels in the company also operate for cases of harassment, labor conflict and discrimination, related to sexual diversity. <https://www.resguarda.com>
- Responsibility of leaders and collaborators in the prevention of discrimination and harassment, the promotion of organizational coexistence, and conflict resolution, as well as a culture of respect and recognition towards LGBTQIA+ people.
- Equal treatment in the processes of selection, promotion, and career development, and throughout the life cycle of employees within the organization.





## DRESS CODE AND UNIFORMS

Firstly, it is important to state that dress codes can reproduce gender and socioeconomic stereotypes. Therefore, they are coherently and consistently reviewed and applied to all employees. For example, the tradition make it seem mandatory that men wear suits and women wear dresses or skirts. To avoid this, our dress code neutralizes gender stereotypes and suggests appropriate professional attire for the work environment in question and the type of task to be performed.

The dress code respects the gender expression of LGBTQIA+ people since the type of clothing is one of the possible means of gender expression of people. It is important to remember that a person's gender expression may be the first and most obvious cause of discrimination, as it is the most visible.

Trans women and men adopt clothing based on their self-perceived gender, which can take on feminine, masculine and/or androgynous characteristics. When the trans person has dealings with suppliers and/or clients, the organization must respect the use of clothing according to the self-perceived gender of the person. A provider's and customer's preferences are not a reason to deny them this right.



## PHYSICAL SPACES FOR EMPLOYEES

The goal of Arcos Dorados is to always provide a respectful and safe workspace. The physical space of the company, both in the offices and in the restaurants, can be decisive for the good coexistence of the employees, as well as it can favor the work environment and productivity. But, at the same time, it can be limiting and inhospitable to LGBTQIA+ employees, creating discomfort and/or discrimination.

Physical spaces such as bathrooms and locker rooms are generally private and exempt from supervision. Therefore, they can be the favorable place for different forms of harassment to take place: jokes, comments, looks, and even some type of verbal and/or physical abuse. To protect the privacy of people, the bathrooms must have, as possible, physical barriers such as screens, curtains, individual cabinets, among others.

In some restaurants and offices, there are already changing rooms and bathrooms without gender distinction as an individual space or as a third separate space, in addition to that of men and women under the binary perspective.



## RESPECT AND OPENNESS TOWARDS LGBTQIA+ CUSTOMERS



### Respectful customer service to LGBTQIA+ people



The company must take care of the quality of customer service, including LGBTQIA+ people to build respectful relationships, which do not lead to discriminatory practices that expose the organization.



### Design of products and services that take into account sexual diversity



The company can consider the perspectives, expectations, and specific demands of LGBTQIA+ people in the design of products and services, considering their realities, if the type of product or service allows it. This is a way through which the company shows a genuine and sustained interest in that consumer group and not because of commercial opportunism.



### Respectful Marketing and Communications towards the sexual diversity

The company must avoid the stereotypical use of images of LGBTQIA+ people, as this reinforces preconceptions. Communication must not only not discriminate but must include and make visible LGBTQIA+ people and different family realities. To this end, the Arcos Pride Network, together with the ESG Corporate Marketing department and the Communications department, has an Inclusive Communication Guide for LGBTQIA+ people, which will be updated periodically and sent to the teams responsible for Marketing and Communications.



### Communication through media identified as LGBTQIA+

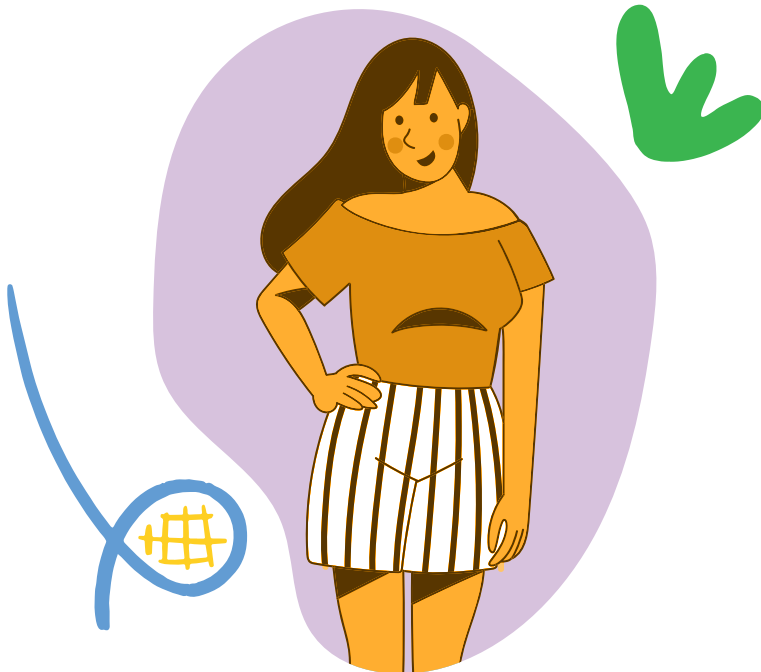
The company may advertise its products and services in media identified as LGBTQIA+, if any, or may convey messages of openness to sexual diversity in the mass media.

# USE OF LANGUAGE IN SEXUAL DIVERSITY AND TERMINOLOGIES

Language contributes to the reproduction of the heteronormative paradigm and, therefore, of discriminatory or stigmatizing expressions. In this sense, at Arcos Dorados we must review our discursive practices, as well as use neutral or friendly language for the LGBTQIA+ population. For example, the word “partner” can be used instead of everyday terms such as “husband”, “wife”, “boyfriend”, “girlfriend”, so as not to take the person's sexual orientation for granted.

Special attention must be paid to the use of language to the use of qualifiers or adjectives that are used daily as insults or jokes, to refer to the sexual orientation, gender identity and gender expression of people. Although these types of expressions are installed in the vocabulary, they are also discriminatory expressions that contribute to the reproduction of stereotypes and reinforce prejudices.

The term “homosexual” should not be used to refer to people because, in certain areas, it has been wrongly associated with the pathologizing of people based on their sexual orientation and behavior. It would be appropriate to use it exclusively to talk about “homosexual sexual orientation.”



## USE OF PRONOUNS

If you're not sure what pronouns a person uses, you can respectfully ask, "What pronouns do you use?" If someone has told you their preferred pronouns, use them, and don't gossip about them.

If you're not sure, or haven't had a chance to ask directly, using a gender-neutral pronoun can help you avoid offending anyone.



**INAPPROPRIATE EXPRESSIONS****APPROPRIATE EXPRESSIONS**

LGBT community	LGBTQIA+ Population or Persons
Homophobia Lesbophobia Transphobia Biphobia	Discrimination by Sexual Orientation, or by Gender Identity or by Gender Expression or towards LGBTQIA+ people
Man who was once a woman Woman who was once a man Tranny /Trannie / Transvestite / She-male / She-he	Trans woman Trans man Non-binary trans person Trans Person
Sexual Preference, Option, Choice or Condition	Sexual Orientation
Sex change / Changed sex	Gender transition or body adjustment A sexual reassignment operation was carried out
People with preferences other than heterosexual	Person of the LGTBQIA+ population, lesbian, gay, bisexual, transgender, transsexual, intersex, queer, asexual, or person with diverse sexual orientation or diverse gender identity
Fag / Fagot / Sissy / Queen / Fairy / Pansy / Poof / Poofter / Fruit / Nancy / Homo	Gay Person Gay Man
Dyke / Bull dyke / Dike / Tomboy / Lesbo / Butch	Lesbian Person Lesbian Woman
Bi / Double player / plays for both teams / Lesbian or Gay Undecided or covert / AC/DC	Bisexual Person Bisexual Man Bisexual Woman
Hermaphrodite	Intersex person
Gay marriage	Equal Marriage

# HOW TO ACT?

## GENDER-BOUND ROLES

With the objective of neutralizing the roles associated with gender, this guide states that the Company recognizes the most competent people for each position, regardless of their gender identity or expression. For example: Guest experience leaders can have any gender to act in their role.

## SUBMISSION OF DENUNCIATION

### Who can I report a problem or complaint to?

There are people inside and outside of Arcos Dorados who will help you throughout the process of presenting a complaint. The following resources are available to file complaints about possible violations of the Company's Code of Conduct and the Safe and Respectful Workplace Policy in general.

## RESPONSE TO DISCRIMINATORY COMMENTS

In the face of any comment or form of discrimination against employees, customers or suppliers, employees must indicate that there was a discriminatory act. In these cases, they can inform their immediate superior so that they can take the appropriate measures or the company's Ethic Line.

**Call to +5411 4711 2520**

**E-mail: [auditinterna.denuncias@ar.mcd.com](mailto:auditinterna.denuncias@ar.mcd.com)**

**Ethic Line: [www.resguarda.com](http://www.resguarda.com)**

**Note:** You do not need to discuss issues with your superior before raising an issue or complaint with someone else. You can use the resource or channel that you are most comfortable with.

### Investigation and Confidentiality:

The complaints will be taken seriously and will be investigated fully and fairly. This means that a neutral person will lead the investigation. The neutral person will speak with you, potential witnesses and the person who allegedly engaged in misconduct.



## SPEAK UP AND BECOME AN ALLY

There may be times when you find yourself having an experience, or witnessing an experience, that is inappropriate and not in line with our values. When these situations occur, we should speak up and be an ally for others.

Being an ally means taking care of others:

- ★ Understand who they are and learn about their experiences.
- ★ Take the time to listen to them and build strong working relationships.
- ★ Acting in a way that inspires others to ensure inclusion and a sense of belonging for all.
- ★ Leading through positive actions to end negative behaviors.
- ★ Use your influence to help others.

## WHEN TO SPEAK

Sometimes it can be difficult to decide whether to speak up when you see a tense situation at work. How can you know if it's the right thing? Simply ask yourself these questions when you are uncomfortable with a situation.

*Am I offended by what I see?  
Does this situation concern me?  
Does this person look uncomfortable?  
Does it make me uncomfortable to see this?*

If your answer to any of these points is **"Yes"**, it is very likely that it is appropriate to **SPEAK**. If you want to know more, you can always consult the course "Building a safe, respectful and inclusive workplace", part of the Brand Essentials at M-Campus: <https://campus.arcosdorados.net/default/learn/careers/250193>

## CÓDIGO DE VESTIMENTA Y UNIFORMES

If the market still has uniforms by gender based on the binary concept, each employee will be able to choose the uniform with which they feel most comfortable.

As part of the uniform, all employees must wear a badge with their social name (since we understand that its mandatory use, in cases of trans people, serves to reinforce gender identity, preventing others from ignoring their chosen/current social name).

Not only the badge, but all spaces that expose a person's name, must always use the social name preferred by the person: for example: work schedule, restaurant positioning guide, public announcements, email, but not limited to these examples.

At the same time, Arcos Dorados has already started to develop new models of uniforms without gender distinction for our crews in the markets, the result of a diagnostic process, in which the entire Company participated. In the second step, designs for Managers and Guest Experience Leaders will be added.

The new uniforms without gender distinction have already started to be distributed in several of the countries, with modern design; local manufacturers by market\* and the fact that, for the first time, our uniforms are gender neutral. Conceived genderless, these designs transcend sexualities and so we continue to take our commitment to diversity and inclusion a step further.

\*Caribbean islands, including Puerto Rico, will be provided by Colombia.

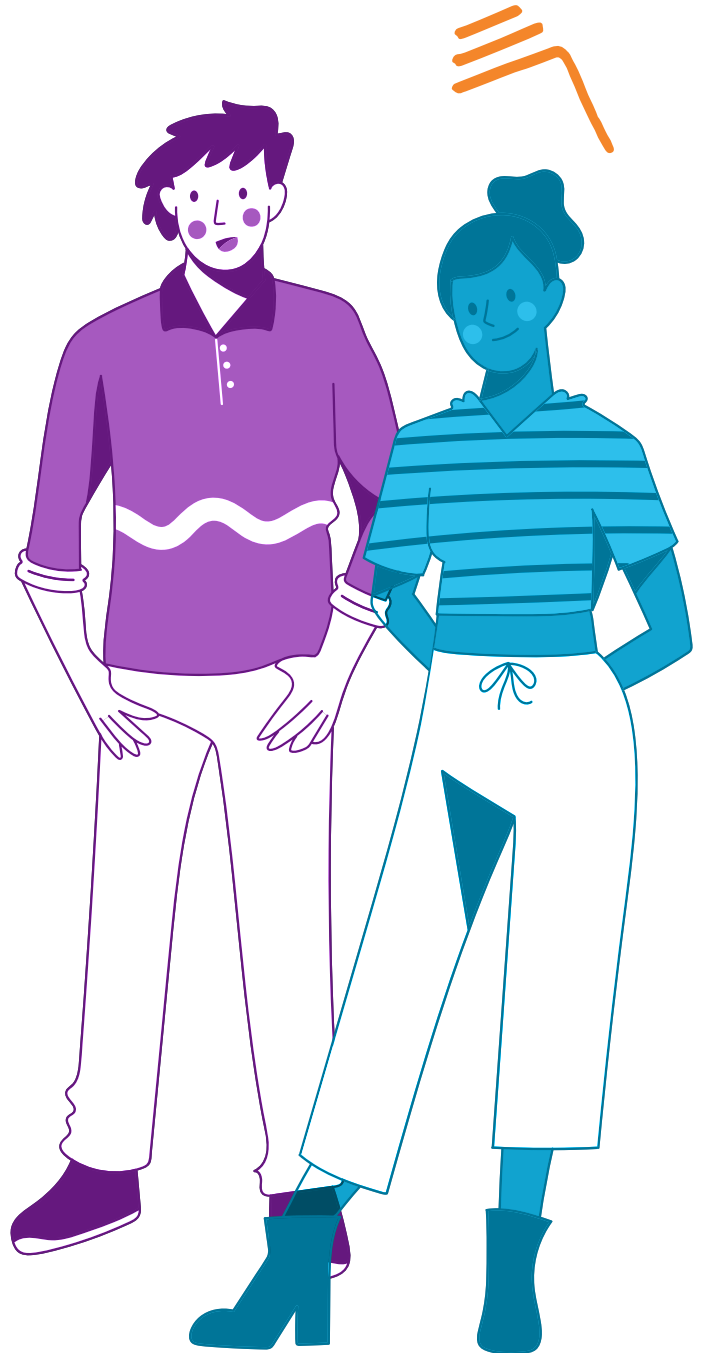


## BATHROOMS IN RESTAURANTS FOR CUSTOMERS

It is important that all employees and customers live together in harmony, feel included, considered and that common spaces are managed in such a way as to guarantee social peace within the restaurant.

To this end, the Corporate Development areas, together with the Pride Arcos Network, launched a new Bathroom Policy in restaurants, which includes different scenarios and the perspective of Sexual Diversity.

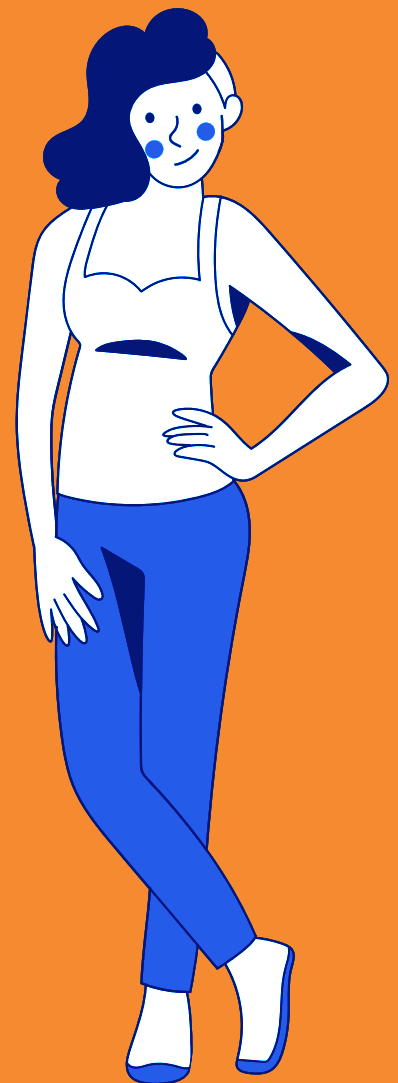
Restaurants that currently do not have the necessary physical structure to have individual bathrooms cabins for the public and do not have a renovation planned soon, will adapt the signage of the priority individual bathrooms for people with Disabilities, such as Individual Cabin without Gender Distinction and for Persons with Disabilities, so that they can be used by anyone who identifies with any gender. Therefore, it will be added to the bathroom door signage with the Person with Disabilities icon one that includes the toilet icon and the message of the individual cabin without gender distinction. Customers who identify with the Male/Female binarism in these restaurants and who prefer to continue to use the toilets identified with the genders of the binarism, will be able to continue using them as before. Arcos Dorados employees must not discriminate against the use of bathrooms by customers, this being an individual choice of each person.



# CONCLUSIONS AND FINAL REFLECTIONS

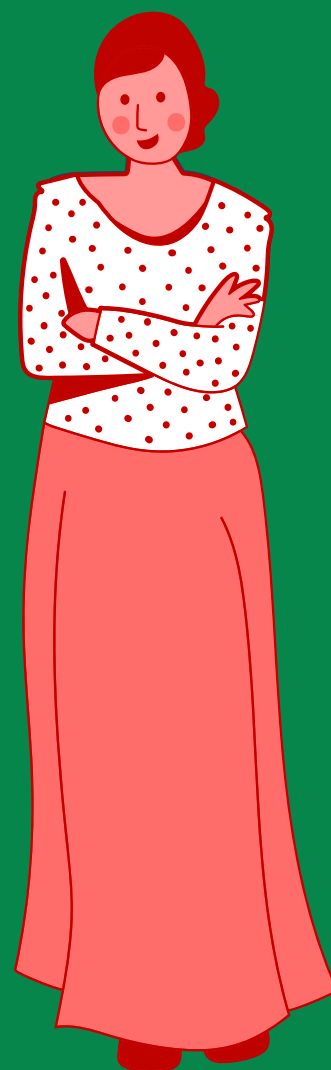
# SEXUAL DIVERSITY AND DISCRIMINATORY ACTS

Sexual orientation and gender identity are not a choice. What a LGBTQIA+ person can choose is to accept themselves and live accordingly to what they feel. In this sense, Arcos Dorados must do everything possible to raise the awareness of its employees so that each one of them takes responsibility for what they say and do in the work environment and develop an open and respectful organizational culture.



# THE VALUE OF DIVERSITY AND ITS SINGULARITIES

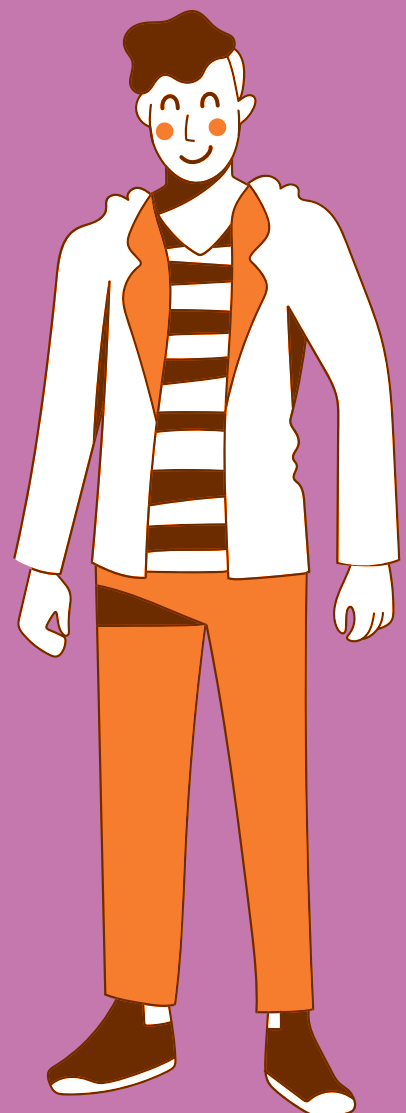
This guide discussed the importance of creating workspaces that are respectful, safe, and open to sexual diversity, recognizing the abilities and capabilities of all people, regardless of their sexual orientation, gender identity and expression. The diversity point of view – of which we are all part – implies appreciating the uniqueness of each individual that, when welcomed by the organization, allows the employee to make a contribution of genuine and, consequently, powerful value. This view encourages Arcos Dorados to promote respect and openness to differences.





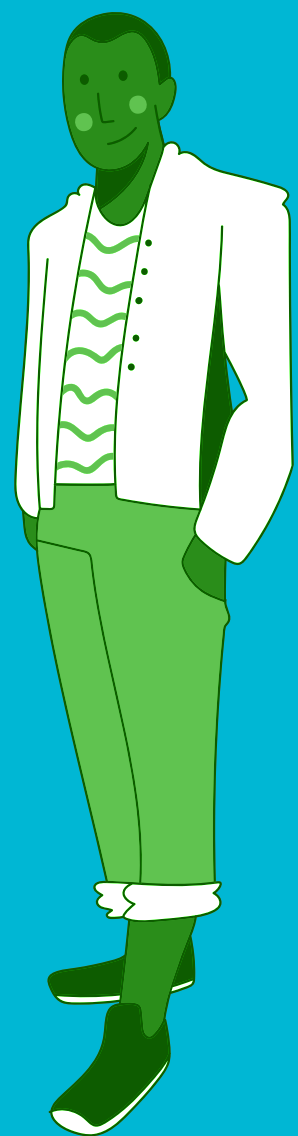
# DIVERSITY AS A KEY FACTOR OF COMPETITIVENESS

Managing diversity, and in particular sexual diversity, implies ensuring the development of people as they are, which allows companies to count on the contribution of talented, innovative, and creative people, and directly impact the work climate, thanks to motivation and commitment of all employees. Arcos Dorados, by advancing in the construction of real equity among all people, in addition to being a pioneer in sexual diversity, will be promoting open, safe and non-discriminatory work environments that allow all employees to fully develop their potential and talent, without barriers in their professional development, and will count with talent and innovation.



# EQUITY AND HUMAN RIGHTS AS A STARTING POINT

When we talk about respect for human rights, we are also talking about LGBTQIA+ people who, for a long time, have seen their rights violated. In this sense, the company's role is fundamental in terms of compliance with the law and respect for human rights. All people benefit from appreciating diversity.



This Guide is based on the work of independent agents and on public and/or private documents authorized for the use of LGBTQIA+ guidelines in Latin America, such as the “Guía De Diversidad Sexual Para Empresas Hacia El Cambio Cultural”, promoted by “R.E.D. de Empresas por la Diversidad” and by the “Torcuatto Di Tella University”, from Argentina, the “Manual de Buenas Prácticas de la Cámara de Comercio & Negocios LGBT” from Uruguay and the Pride Connection from Uruguay, the “Manifesto do Fórum de Empresas e Direitos LGBTI+” from Brazil, the “Guía de términos y conceptos sobre diversidad sexual desde la perspectiva de derechos del Grupo de Organismos del Estado Nacional para la Protección y Promoción de Derechos de la Población LGTBI”, among others.



**WE ARE** Diversity and Inclusion Committee.

