SIXTH ANNUAL REPORT



Global Workforce Transformation

DIO ESG IMPACT REPORT 2025



DIO ESG Impact Report 2025

DIO's ESG Report brings together the key social impact indicators generated through our Theory of Change. In this sixth edition, we celebrate the milestone of distributing more than 4 million scholarships and building a community of over 2.2 million people, expanding access to technology education and connecting talent with opportunities at some of the world's most innovative companies.

In the following pages, we present how we measure, monitor, and evaluate the impact generated by the DIO ecosystem. We highlight key success stories developed in partnership with companies and organizations, while also sharing inspiring stories from our community, featuring individuals who have gained new professional opportunities. Finally, we share insights from across our ecosystem, exploring the challenges, opportunities, and impact of Artificial Intelligence on the tech industry.

Index

1. Preface pg. 4

2. Sponsors, Partners, and Investors pg. 5

3. About DIO pg. 6

4. Theory of Change pg. 7

5. Impact Measurement and Evaluation pg. 8

6. The Evolution of Our Exponential Ecosystem pg. 10

7. Business, Employment, and Income pg. 15

8. Scalable Educational Methodology and Platform pg. 24

9. A Vibrant and Collaborative Community pg. 27

10. Recognition and Inspiration pg. 34

11. Sharing Lessons Learned pg. 53

12. Join Our Ecosystem pg. 58

From Person-Hours to Agent Runs: The Builder’s Window of Opportunity.

In 2025, the rapid evolution of artificial intelligence models and new frameworks that amplify agents’ cognitive capabilities moved beyond promise and became part of the operational infrastructure of the world’s most innovative companies. What we once measured in person-hours, we now measure in agent runs. Repetitive effort has become orchestration. Individual execution has evolved into coordination between builders and autonomous agents working collaboratively in parallel, at scale, without fatigue, and with compounding quality at every iteration.

This transition is rewriting the economics of work in technology. Every new model released, every orchestration framework, and every protocol that reduces friction between AI and existing systems further compresses the cycle between intent and delivery. Today, a builder who is fluent in AI and agentic patterns can accomplish in hours what once took an entire team weeks to produce. This leap is redefining experience, seniority, and the value of an hour of work in every market around the world.

The window of opportunity, however, is short. Those who are first to learn how to collaborate with agents, designing, orchestrating, supervising, and composing multi-agent systems, will capture the exponential value creation of this decade. Those who wait will remain trapped in the old person-hour model, competing in a market where the value of human effort alone continues to decline. That is why, in 2025, we repositioned DIO as the platform connecting the global community of AI builders: an ecosystem where the world’s most innovative companies connect with the builders transforming markets, empowering them to advance their careers through learning programs, bootcamps, courses, and mentoring, while preparing to seize major opportunities in this new era of work.

Together with our global partners, we launched 70 new programs in generative AI, agent engineering, multi-agent orchestration, and AI-first development, empowering builders to transform ideas into productive systems at compounding speed. We surpassed the milestone of 4 million scholarships distributed and supported the journeys of 2,211,796 builders across our community. We connected more than 50,000 builders with new employment opportunities in Brazil, the United States, Europe, and the Middle East. We also strengthened our mentoring program, bringing together outstanding professionals from some of the world’s most innovative companies to personally guide the development of the next generation.

The empowerment and speed that AI brings to builders are at the heart of our impact thesis for this decade: to democratize access to leadership in the agentic economy on a global scale, before this window of opportunity closes.

I would like to thank our team, community, clients, investors, and partners for a year of intense learning, constant inspiration, and tangible social impact. I invite everyone to learn more about our social transformation journey in 2025, the DIO ecosystem’s leading success stories, and how the world’s most innovative companies are expanding the value they create for society through technology education and employability.



Iglá Generoso, CEO & Co-Founder at DIO

In partnership with the world's most innovative companies, social impact organizations, and global high-impact investment funds, we work collaboratively to revolutionize technology education and employability, expanding access to opportunities and transforming the journeys of millions of talented individuals around the world.

Educational and Hiring Sponsors

accenture, akad SEGUROS, avanade, aws, BairesDev, BINANCE, blip, bradesco, CAIXA, CI&T, cognizant, DEEL, GFT, GitHub, HEINEKEN, Klabin, Luizalabs Magalu, meutudo., Microsoft, neo4j, NTT DATA, randstad digital, Grupo Ri Happy, RIACHUELO, Santander, Grupo Savegnago, suzano, TIVIT ALMAVIVA GROUP, TONNIE, TQI, universia, wex, XP Inc.

Social Impact Partners

unicef, 1MO 1 milhão de oportunidades para transformar uma geração, ORACLE, ONE Oracle Next Education, BrazilLAB, movtech 2030, BRIYAH Innovation · Practice · Purpose, boostLAB Powered by BTG Pactual, iamtheCODE, BC, QUINTESSA, Centro Paula Souza, INSTITUTO FEDERAL Santa Catarina, INSTITUTO FEDERAL São Paulo, Senac, UN Global Compact Pacto Global Rede Brasil

Building the Future of Tech Education Alongside the World's Leading Investment Funds

POTENCIA VENTURES, DOMO INVEST, cats.vc, theventure.city, GRAPHENE VENTURES

3. ABOUT DIO

DIO is the platform that connects the global community of AI builders, empowering them to master artificial intelligence agents and access the best opportunities in the market.

It is a talent development platform that helps professionals master the technologies most in demand by the world's most innovative companies, with a focus on artificial intelligence agents, software development, data engineering, and cloud computing.

Founded in 2018, DIO has surpassed 2.3 million people on its platform, becoming one of the world's leading references in tech education and one of the largest employability ecosystems in Latin America.

We were recognized by the World Economic Forum as a 2023 Technology Pioneer. In 2024, we became a signatory to the United Nations Global Compact and were once again selected as one of Latin America's 100 most promising EdTech startups by the LATAM EdTech 100, an initiative by HolonIQ, a global leader in education market intelligence.

Whether they are taking their first steps in the job market or are experienced professionals looking to reposition themselves in the emerging AI agent economy, builders use our platform to learn, build, connect, apply their skills, and unlock real opportunities. They do so through immersive, project-based experiences using the established and emerging technologies most in demand across the global market.

Our goal is to transform knowledge into the practical capabilities required to succeed in the market, through 7,554 educational experiences developed by 1,568 industry experts.

Our vision is to empower 100 million talented individuals to master artificial intelligence agents and unlock the best opportunities in the global market.



Our Theory of Change

Sustainable talent development and recruitment in the technology sector, connected and co-created with the world's most innovative companies.

Educational Institutions | NGOs | Public Sector Organizations | Technology Communities | DIO Community

1. Inclusion and democratization of knowledge, connected to the educational ecosystem.

2. Inspiration and mentoring from professionals at the world's most innovative companies.

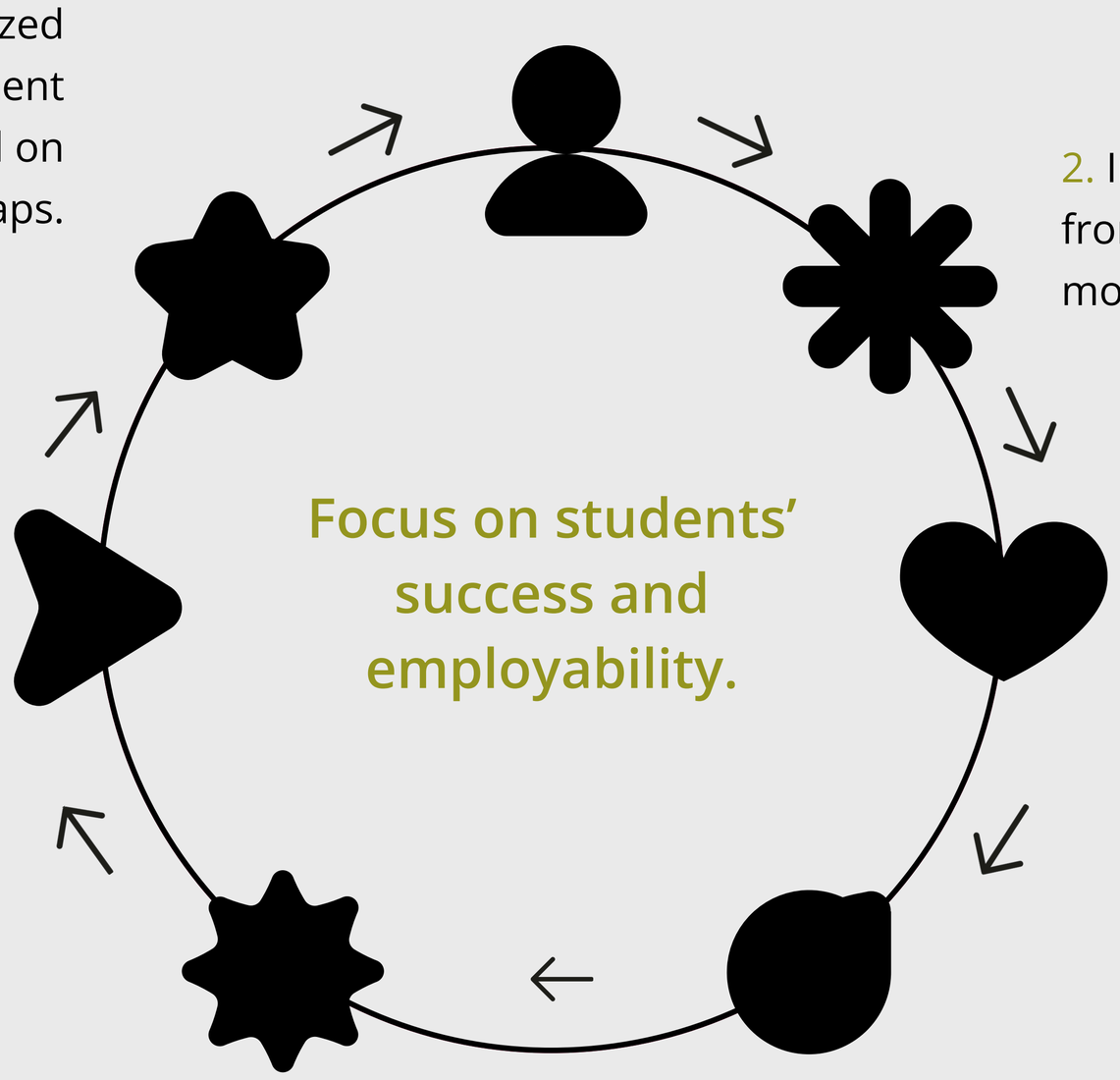
3. Empowerment and immersive learning through hands-on challenges and projects co-created with partner companies.

4. A collaborative and gamified community experience.

5. Certification of technical and behavioral skills.

6. Assessment, ranking, and recommendation of top talent for employment opportunities.

7. Personalized continuous development recommendations based on identified knowledge gaps.



SUSTAINABLE DEVELOPMENT GOALS



A company signatory to:

UN GLOBAL COMPACT Pacto Global Rede Brasil

How We Measure and Evaluate the Impact of Our Ecosystem

We believe in Artificial Intelligence as a catalyst for development, capable of scaling productivity, supporting decision-making, and accelerating new business models.

For professionals, entrepreneurs, and innovators, mastering AI expands their ability to create high-value products and services, deliver more efficient experiences to customers and users around the world, and respond more effectively to society's complex challenges.

Our goal is to help position Brazil among the nations with the highest levels of economic and social development. To scale our Theory of Change exponentially, in alignment with our purpose, vision, and values, we measure and evaluate the impact generated over the past year based on six fundamental pillars. These pillars guide our decisions, initiatives, and partnerships throughout the entire journey.

1. Exponential Ecosystem

We have developed a robust partnership ecosystem that brings together educational institutions, civil society organizations, technology communities, foundations, governments, and companies, with the goal of expanding access to scholarships funded by the DIO ecosystem. Through this collaborative approach, we promote the inclusion of people from diverse social backgrounds, strengthening the democratization of knowledge and opportunities in the technology sector.

2. Business, Employment, and Income

In search of qualified talent, companies within the DIO ecosystem invest in technology scholarships, supporting the development, specialization, and certification of skills. Our goal is to identify and connect with the world's most innovative companies, expanding the opportunities available to our community through increased access to employment and new income-generating possibilities.

3. Scalable Educational Methodology and Platform

We connect students with personalized recommendations designed to accelerate their careers in technology, integrating courses, mentoring sessions, coding challenges, and hands-on projects. These experiences are developed in collaboration with experts from the world's most innovative companies, ensuring alignment between learning and real market demands.

We continuously expand our portfolio of educational content and our network of experts, helping inspire students, strengthen their technical skills, and develop new competencies that enhance their résumés and employability.

With each completed activity, students receive assessments and participate in rankings, becoming eligible for interviews and job offers from partner companies. This model makes it easier to identify the most qualified talent throughout the recruitment process, enabling recruiters to make more informed and efficient decisions.

4. Vibrant and Collaborative Community

We support the continuous development of our community through events and initiatives that encourage collaboration among students, strengthening socio-emotional skills, technical knowledge sharing, teamwork, and collective learning.

The exponential growth of the community, bringing together talent at different levels of experience, enhances the professional development of all its members.

We also foster specialized communities that connect industry experts, educators, and recruiters, expanding collaboration and generating greater value for the entire ecosystem. These initiatives enrich the learning environment and encourage collective growth, strengthening talent development and connections with the job market.

5. Recognition and Inspiration

We recognize those who make a difference. Companies, professionals, and talented individuals who stand out for their ongoing contributions to generating positive impact and transforming the DIO Community are honored for their work and commitment to the development of the ecosystem.

This initiative celebrates and recognizes the stakeholders who contribute meaningfully to strengthening our Theory of Change and advancing the social impact generated by the DIO ecosystem.

6. Sharing Lessons Learned

We gather the perspectives and experiences of everyone within our ecosystem, including talent, partners, and experts, with the aim of transforming these contributions into trend studies that drive and strengthen the evolution of the global technology ecosystem.



IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

The Evolution of Our Exponential Ecosystem

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

The Evolution of Our Exponential Ecosystem

Through our Exponential Ecosystem, we impacted 21,724,492 people in 2025. Every stakeholder plays a fundamental role in helping us achieve our vision of impacting 300 million people by 2030.

2,211,796

people are part of the DIO platform and community, from those taking their first steps in technology to experienced professionals pursuing global careers. More than 2.2 million people have received 4,040,890 scholarships and trust DIO to help them prepare for the future.

158

Impact Partners: State and municipal governments, educational institutions, NGOs, foundations, and social impact projects connected through our ecosystem.

1,568

industry-leading experts who contributed to the development of 7,554 educational experiences, including courses, learning programs, coding challenges, and hands-on projects aligned with the demands of the technology market.

5,377

university students who serve as DIO ambassadors, inspiring their academic communities and sharing learning opportunities and connections to the job market.

135

companies strengthening their employer brands within the DIO Community and hiring the best talent in technology.

12,630

professors committed to transforming the future of technology education and driving positive change in society.

318,357

professionals whose careers have been accelerated and who now contribute to more than 203,891 companies in Brazil and abroad, strengthening organizational competitiveness through the skills most in demand in the market.

5,169

university campuses that are part of our ecosystem, connecting students with opportunities at the world's most innovative companies.

Democratizing the New Frontier of Productivity: AI to Develop the Talent of the Future

Every day, new headlines deliver an almost unanimous message: the relationship between individuals and work is being transformed exponentially by AI. Announcements of restructuring initiatives and organizational changes aimed at increasing productivity are becoming increasingly common.

In this context, a new reality is emerging for technology professionals. There has always been a constant need to stay up to date and keep the gap between existing knowledge and the actual demands of the job market as small as possible. Now, however, there is also a productivity gap. It is no longer enough to simply understand tools, programming languages, or technical concepts. Professionals are increasingly expected to use AI to produce more, deliver higher-quality results, work more efficiently, and demonstrate a strong ability to solve complex problems.

In recent years, DIO, alongside some of the world's most innovative companies, has developed hundreds of free initiatives to prepare talent for the technology market. Through an ecosystem of partnerships with NGOs, companies, governments, and educational institutions, we have expanded access to scholarships and helped more than 2.2 million people prepare for this new reality of the world of work.

Now, this commitment is advancing toward a new frontier. In addition to technology education, we are expanding our efforts to develop skills in AI and the creation of AI agents. The same ecosystem that enabled us to reach millions of people is now extending its impact to prepare professionals for a market increasingly driven by productivity, automation, and innovation.

Our invitation to the entire DIO ecosystem is to expand opportunities, open new pathways, and prepare talent with diverse backgrounds, experiences, and perspectives for a constantly evolving market. In a world where artificial intelligence is redefining how we work, democratizing access to this knowledge means expanding the potential for innovation, inclusion, and meaningful social impact.



Victor Haruo, Head of Ecosystem & Social Impact at DIO



We connect our ecosystem with governments, non-governmental organizations, educational institutions, and foundations to democratize technology education and expand access to employment opportunities.

6. THE EVOLUTION OF OUR EXPONENTIAL ECOSYSTEM





Expansion of the Partnership with the iamtheCODE Foundation:

We are celebrating the third year of our partnership with the iamtheCODE Foundation, a global movement dedicated to advancing the inclusion of women in technology. This milestone reaffirms our commitment to expanding opportunities, developing talent, and promoting social transformation through technology.

Throughout this partnership, we held two editions of the Coding the Future Hackathon at DIO's headquarters in Araraquara, São Paulo, bringing together more than 100 participants to develop technology solutions aligned with the United Nations Sustainable Development Goals. These initiatives continue to receive support from DIO and the iamtheCODE Foundation, strengthening their potential to generate tangible and positive impact for society.

Lady Mariemme
Founder of iamtheCODE

"Our partnership with DIO has already created meaningful opportunities through two successful hackathons that engaged women and girls from across Brazil. These initiatives went beyond technical training by helping participants build confidence, strengthen their digital skills, and envision new possibilities for their futures in technology.

We value DIO's commitment to opening doors for the next generation and are proud of everything we have achieved together so far. Looking ahead, we are excited to deepen this collaboration by advancing AI literacy and expanding inclusive access to learning opportunities for women and girls throughout Brazil."



Participation in the World's Leading Forums on the Future of Work:

DIO has expanded its presence in global forums focused on the future of work, participating in events and initiatives led by the World Economic Forum and the United Nations. Through these engagements, we contribute to strategic discussions on education, technology, employability, and talent development on a global scale.

We continue to strengthen our commitment to building more inclusive pathways for professional development by connecting companies, governments, institutions, and communities around solutions to the challenges of the new digital economy.


IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS
IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS
Business, Employment, and Income
IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

Throughout 2025, we launched 68 bootcamps in partnership with companies and surpassed the milestone of 4,040,890 scholarships distributed. We also recommended talent for recruitment processes at 135 partner companies in Brazil and abroad.


Magalu e DIO retomam parceria para oferecer 5 mil bolsas gratuitas para curso de back-end com Python

10 de março de 2026 in Cursos


MERCADO DE TRABALHO

Bradesco e DIO lançam Bootcamp para formação de Java & QA Developer com foco na inclusão de PcD

Por Jornalismo Diário PcD • 13/10/2025 • Nenhum Comentário


Forbes Assine

Carreira

CI&T Oferece 5 Mil Bolsas Gratuitas para Curso de Java e AWS

Programa terá mentorias ao vivo com especialistas e possibilidade de contratação pela empresa; saiba como se inscrever

Redação Forbes | 11 de dez de 2025 Atualizado há 4 meses | 2 min

Getty Images

Curso é voltado para profissionais em início de ou em transição para a área de tecnologia

Economia › Empregos e carreiras

De Magalu a Amazon: plataforma abre 41.200 vagas para cursos em tecnologia

Colaboração para o UOL

16/10/2025 18h32

Deixe seu comentário

Carreira Notícias

Suzano lança curso online gratuito para capacitação de profissionais com foco em tecnologia

Programa oferece formação em Python, IA e computação em nuvem, com projetos práticos e mentorias

Portal Celulose • fevereiro 21, 2025 • 1 minuto de leitura

DIO e Microsoft oferecem 15 mil vagas para curso com foco em certificações e convidam para Hackathon de IA com premiação de até 10 mil dólares

Os 250 primeiros participantes a concluírem cada trilha receberão um voucher gratuito para realização do exame de certificação oficial da Microsoft

Santander abre 5 mil bolsas para curso gratuito de criação digital


CARREIRAS DADOS DESTAQUES NOTÍCIAS

Neo4j e DIO lançam 10 mil bolsas de estudo gratuitas para novos profissionais em tecnologia de grafos

Menu Buscar Valor Econômico | Empregos & Oportunidades Entrar ASSINE

Santander e DIO oferecem 35 mil bolsas gratuitas em tecnologia

Programa on-line e gratuito reúne três trilhas inéditas de aprendizado em AI java back-end, AI react front-end e rust AI developer

Success Stories



Adriano Picchi Neves,
Brazil General Manager at Avanade

“We are extremely proud of our collaboration with DIO, which has played a key role in advancing the education and employability of technology talent in Brazil. Through this partnership, we have provided meaningful learning opportunities to thousands of students and contributed to developing a more inclusive workforce that is better prepared for the challenges of the future. We believe that, together, we can continue to create a positive and lasting impact on society.”

Scholarships Distributed: 176,071
Programs Delivered: 38



Cleide Oliveira,
Human Resources Director at GFT Technologies

“The partnership between GFT and DIO is a concrete example of how the technology ecosystem can generate social impact at scale. Over the past few years, we have evolved from individual initiatives to a structured talent development and employability model that connects hands-on learning with real market demands. The results achieved demonstrate that investing in skills development also means investing in competitiveness, innovation, and inclusion. We remain committed to expanding opportunities, developing talent, and strengthening a sustainable pipeline of professionals prepared for the challenges of digital transformation.”

Scholarships Distributed: 169,342
Programs Delivered: 28



Ricardo Neves,
Chairman at NTT DATA Brasil

“At NTT DATA, we understand that our commitment to society necessarily includes developing technology talent. In partnership with DIO, we have expanded access to digital education at scale and created tangible employment opportunities, helping to address the country’s structural skills gaps.

This initiative puts our purpose of positively impacting society through responsible innovation into practice. It is also the most meaningful way to give back to society what we value most: talent—driving inclusion, development, and a more sustainable and competitive future for Brazil.”

Scholarships Distributed: 139,014
Programs Delivered: 21



Regiane Chaves,
Leader at Santander Universidades

“We believe that expanding access to technology education is one of the most effective ways to promote inclusion and transform lives. Our partnership with DIO reinforces Santander’s commitment to talent development and the creation of tangible opportunities in the job market.

Continuing this partnership represents an important milestone that demonstrates the strength of this ecosystem and our shared goal of building something truly positive. In 2026, we remain even more committed to advancing careers and strengthening employability through knowledge.”

Scholarships Distributed: 317,766
Programs Delivered: 32

Success Stories



Gislaine Cristina Lima Lourenço,
Human Capital Superintendent at Bradesco

“We believe that investing in talent development is essential to building a more inclusive and innovative future. Our partnership with DIO reinforces Bradesco’s commitment to expanding access to technology education and creating tangible employment opportunities.

Over the past year, we impacted more than 50,000 people through free training initiatives, including inclusion-focused programs such as PcD Tech. Beyond developing technical skills, we seek to empower career journeys and contribute to social transformation through knowledge.”

Scholarships Distributed: 53,074
Programs Delivered: 3

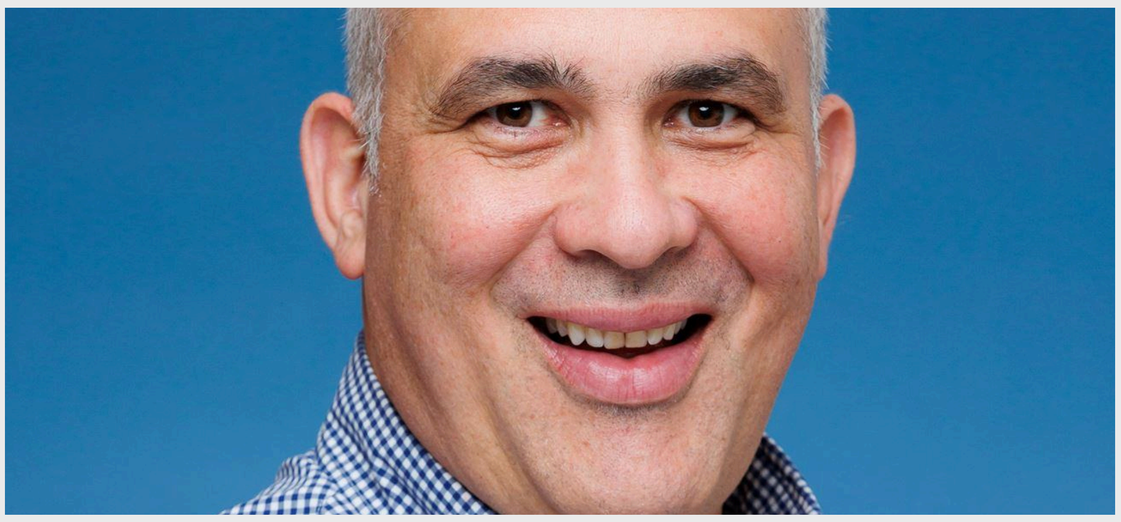


Andressa Sinenberg,
LATAM Program Manager at AWS

“We are delighted to express our sincere appreciation for the extensive collaboration between AWS Brazil and DIO across social impact, inclusion, and workforce development initiatives. Together, we have worked with companies such as Nexa, expanding our clients’ social contributions and creating new opportunities for people across different regions of Brazil.

Throughout our partnership, we have seen how the combination of cutting-edge technology and social commitment can transform lives and communities. DIO’s dedication, alongside our team, to democratizing access to technology education and empowering professionals has generated truly inspiring results.”

Scholarships Distributed: 95,216
Programs Delivered: 9



Marcelo Velloso,
VP, Latin America & MD Brasil Tech Services at WEX

“Our strategic partnership with DIO has become a pillar of tangible impact within the technology ecosystem, moving beyond rhetoric to focus on employability and high-quality training. In 2024, WEX Brazil was recognized by the GWT Awards as the company that hired the largest number of junior professionals. In 2025, we scaled this impact by distributing 11,310 scholarships, resulting in 10 direct hires who strengthened our team with diverse and qualified talent.

For us at WEX Brazil, this initiative supports the long-term sustainability of our business. By connecting investment in technical education with clear hiring goals, we demonstrate that our commitment to ESG creates broader value. Our dedication to developing the next generation of professionals and achieving technological excellence remains a key pillar of WEX Brazil’s continued growth.”

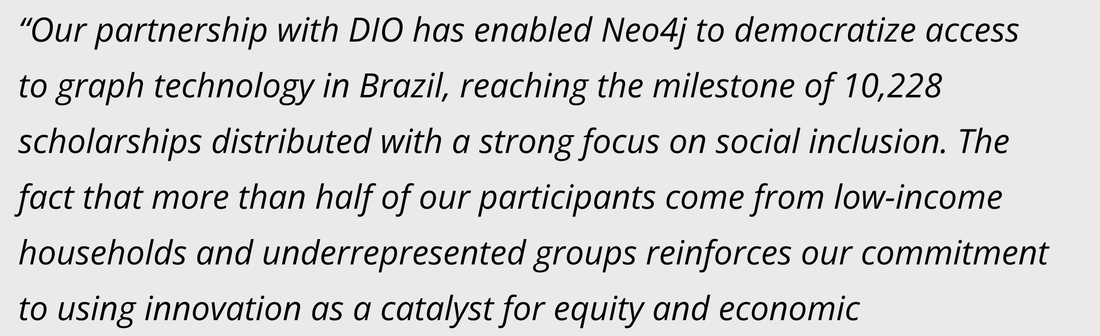
Scholarships Distributed: 20,122
Programs Delivered: 2

Success Stories

"This partnership has enabled us to connect innovation with social responsibility. As a public bank, CAIXA has a commitment to the country's development and the reduction of inequality at the core of its mission. By investing in technology education and AI, we are fulfilling this role—preparing people for the future of work and expanding their opportunities for personal and professional growth.

Seeing the participants' engagement and the impact generated throughout the bootcamp reinforces our conviction that we are on the right path: using technology not as an end in itself, but as a means to transform lives, advance inclusion, and build a fairer and more digital future for everyone."

Scholarships Distributed: 104,383
Programs Delivered: 2



Marcos Nascimento,
Project Coordinator at Centro de Excelência de IA da CAIXA



Eliézer Zarpelão,
Sr. Solutions Engineer at Neo4j

"Our partnership with DIO has enabled Neo4j to democratize access to graph technology in Brazil, reaching the milestone of 10,228 scholarships distributed with a strong focus on social inclusion. The fact that more than half of our participants come from low-income households and underrepresented groups reinforces our commitment to using innovation as a catalyst for equity and economic development.

We are proud to be developing a new generation of specialists who now possess validated skills to lead the future of the data ecosystem."

Scholarships Distributed: 10,228
Programs Delivered: 1

"Leading this initiative gave us a firsthand view of how talent development can accelerate readiness for the future of technology. At HEINEKEN, our partnership with DIO, through the bootcamp focused on AI applied to data, reinforces this commitment in a tangible way.

Throughout the initiative, we distributed more than 20,000 scholarships. This result represents an important step in our digital transformation and artificial intelligence adoption journey, expanding access to knowledge in a way that is more closely connected to the future."

Scholarships Distributed: 20,092
Programs Delivered: 1



Monique Galinaro,
Organizational Change Management & Communication Coordinator at Heineken

Success Stories



Pryscila Laham,
President at Microsoft Brasil

“In 2025, through its partnership with DIO, Microsoft distributed more than 345,000 scholarships, empowering thousands of talented individuals in Artificial Intelligence and across the Microsoft technology ecosystem, including Copilot and Azure. A total of 29 bootcamps were delivered in partnership with 11 globally recognized companies in their respective industries, connecting applied technical education with real-world challenges and expanding employment opportunities in the Brazilian market. In addition, thousands of participants joined intensive preparation programs for Microsoft certifications, broadening access to globally recognized credentials and further democratizing technical knowledge. For Microsoft, its collaboration with DIO is a strategic initiative for developing the next generation of global technology talent.”

Scholarships Distributed: 431,362
Programs Delivered: 30



André Bergamini,
HR Senior Manager at Suzano

“The partnership between Suzano and DIO reinforces our commitment to social transformation through education and technology. Throughout this journey, we have contributed to the distribution of more than 66,000 scholarships, expanding access to knowledge and advancing the development and employability of technology talent.

These initiatives are directly aligned with our purpose of generating and sharing value, strengthening a more diverse, inclusive ecosystem that is better prepared for the challenges of the future.”

Scholarships Distributed: 66,656
Programs Delivered: 2

Hired Talents

By 2025, 51,952 people had secured their first job opportunity or achieved career advancement after enrolling in our educational programs.

We achieved a 96% Confidence Index, measuring how confident our students feel about pursuing a new professional challenge in the technology sector after beginning their studies at DIO.



Bruno Duarte Silva,
hired by Randstad

“Even though I have worked in the technology industry since 2001 and already had extensive experience in the field, I saw the bootcamp as an opportunity to learn new things and revisit key concepts. I was also very interested in Randstad and was ultimately hired by the company to work on a project as a software developer. The entire bootcamp journey played an important role in helping me secure this opportunity.”



Rayane Vieira,
hired by GFT

“I spent two years hearing ‘no’ in technology recruitment processes, and I had only one year left to secure an internship because I was in my final year of college. GFT Start #6 was my first experience with a hiring-focused bootcamp. There were thousands of applicants and hundreds of people competing at each stage of the selection process. I really wanted to work at GFT because it is known as a people-centered company and is highly regarded within the DIO Community. When I finally received my ‘yes,’ I was incredibly happy and celebrated a lot!”

Francisco Oliveira,
hired by WEX



“At the beginning of college, I learned about DIO through a recommendation at my university and made the most of every learning opportunity. I had always wanted to work in DevOps, and DIO played a key role in my career transition. I initially expected the process to take two to three years, but I was able to accelerate it by participating in the WEX bootcamp.
DIO has been a great partner throughout my journey. Even after completing the WEX bootcamp and being hired, I continue studying through other bootcamps to keep my skills up to date and prepare myself for the company’s challenges.”



Louise Aldrighi,
hired by NTT DATA

“From an early age, I have always enjoyed studying and deepening my knowledge of technology. I discovered DIO in 2022, when it was one of the few platforms in Brazil offering content focused on data. The opportunity I secured at NTT DATA came through a bootcamp. During the recruitment process, I mentioned that I had participated in the program, and that made a tremendous difference. In addition to strengthening my résumé, the bootcamp added significant knowledge and experience to my professional journey.”

Lorena Martins,
hired by Avanade

“Throughout my journey, I faced several challenges and had to be very resilient to keep going and continue pursuing an opportunity. That is why I am deeply grateful to DIO. I immersed myself in the platform until I participated in Decola Tech and was hired by Avanade. Today, I strongly identify with the company’s culture, I am preparing to earn my certifications, and I hope to continue growing and building my career at Avanade.”



IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

Coding the future

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

In 2023, we were recognized by the World Economic Forum as one of the world's 100 Technology Pioneers—startups with the potential to transform society in the years ahead.

Following this recognition, we launched the Coding the Future initiative, with the goal of democratizing access to software engineering knowledge through Artificial Intelligence (AI) for more than one million professionals by 2025, through the distribution of scholarships in partnership with some of the world's most innovative companies.

Together with the Technology Pioneers community, our network of partners, and leading innovative companies worldwide, we will prepare the next generation of talent for the Fourth Industrial Revolution, with a strong focus on including people who are currently underrepresented in the technology industry.

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME

Companies That Have Supported the Initiative

accenture · akad SEGUROS · avanade · aws · BairesDev · BINANCE · blip · bradesco · CAIXA · CI&T · cognizant · DEEL · GFT · GitHub · HEINEKEN · Klabin · luizalabs Magalu · meutudo. · Microsoft · neo4j · NTT DATA · randstad digital · Grupo Rihappy · RIACHUELO · Santander · Grupo Savegnago · suzano · TIVIT Almaviva Group · TONNIE · TQI · universia · wex · XP inc.

The Impact of Coding the Future

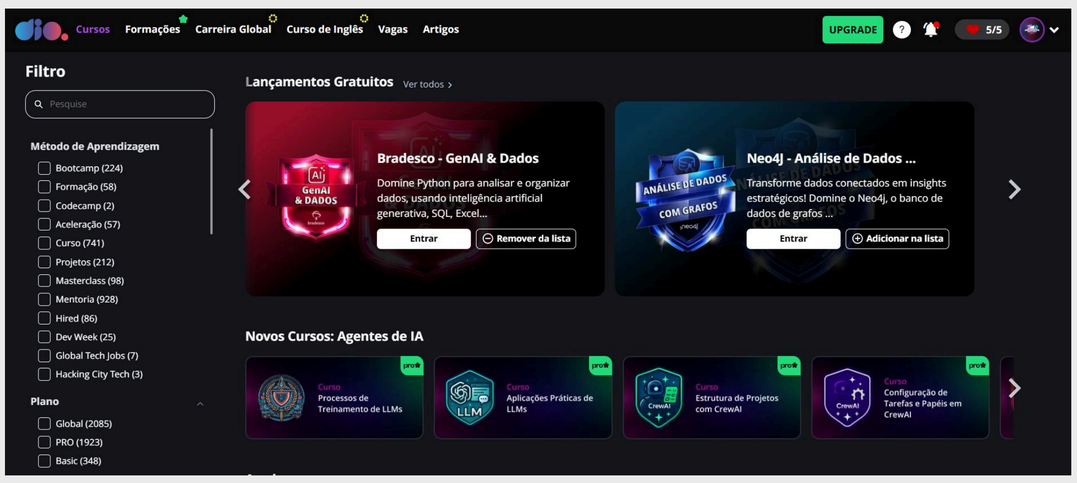
43	174	617.168	4.671.902	2.983.151	28
Programs Delivered	Mentoring Sessions Led by Professionals from Partner Companies	Scholarships Distributed	Learning Hours	Certificates Issued	Technologies Covered

Scalable Educational Methodology and Platform

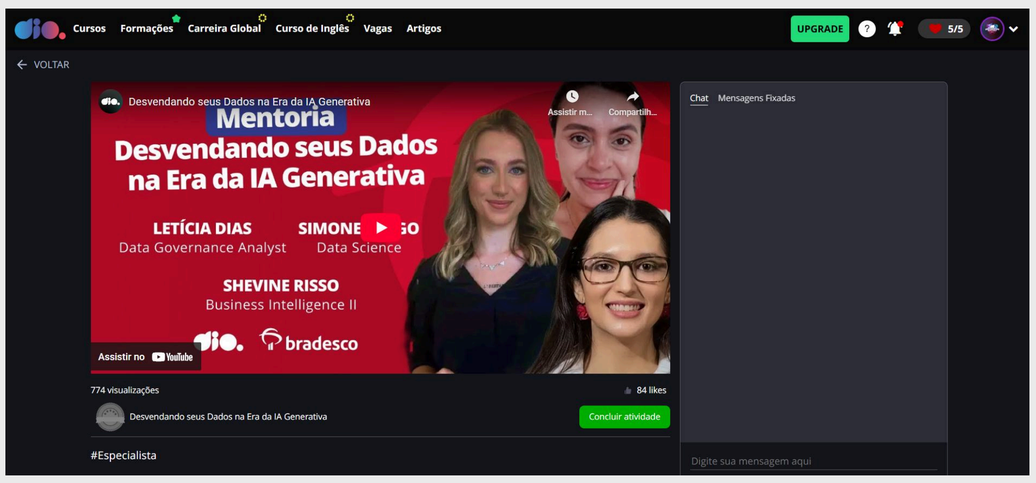
Throughout our journey, we have developed 7,554 immersive learning experiences in collaboration with 1,568 technology industry experts. From coding challenges and mentoring sessions to hands-on projects and courses, our initiatives are designed to accelerate the education and professional development of thousands of technology students.

With an educational methodology based on active and social learning, we empower our students' development and prepare them to secure meaningful opportunities in the global job market.

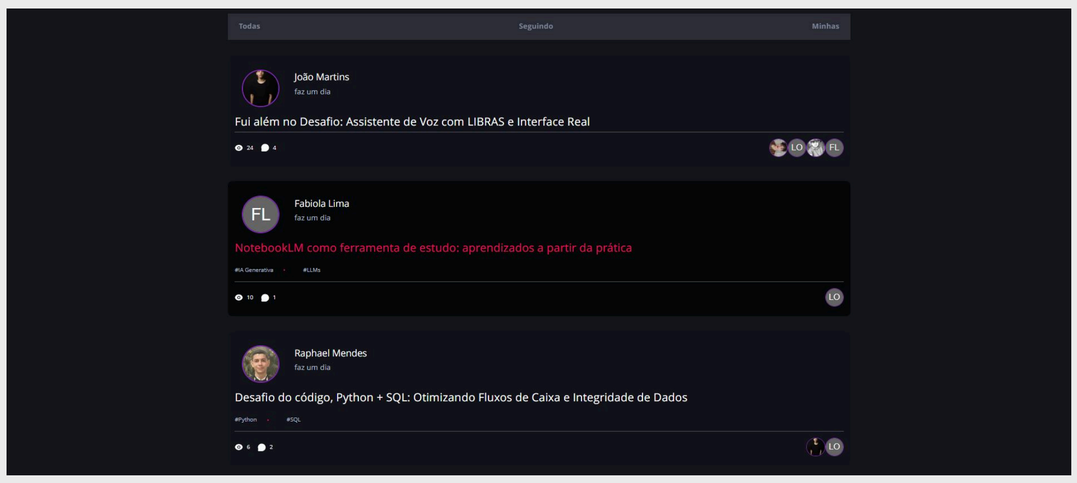
1. Multimedia Online Courses



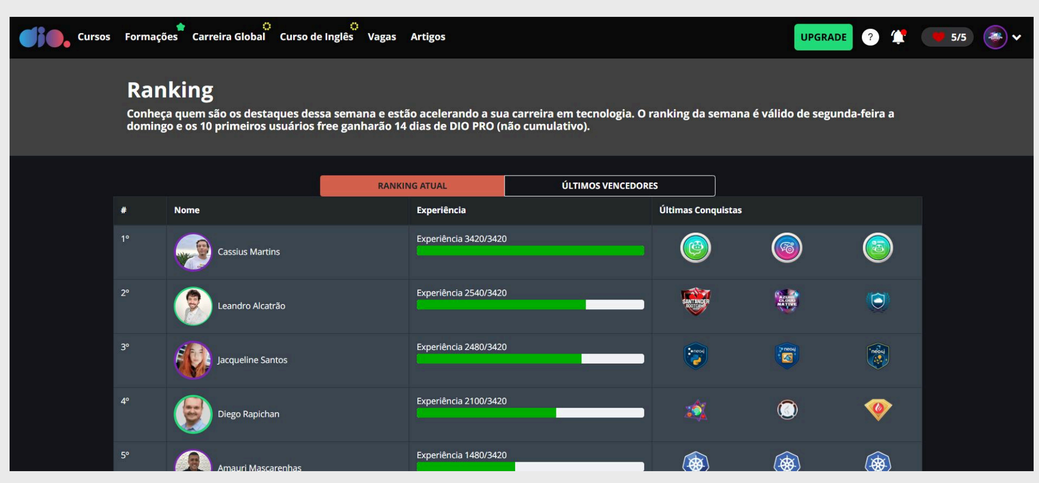
2. Live Mentoring Sessions with Industry Experts



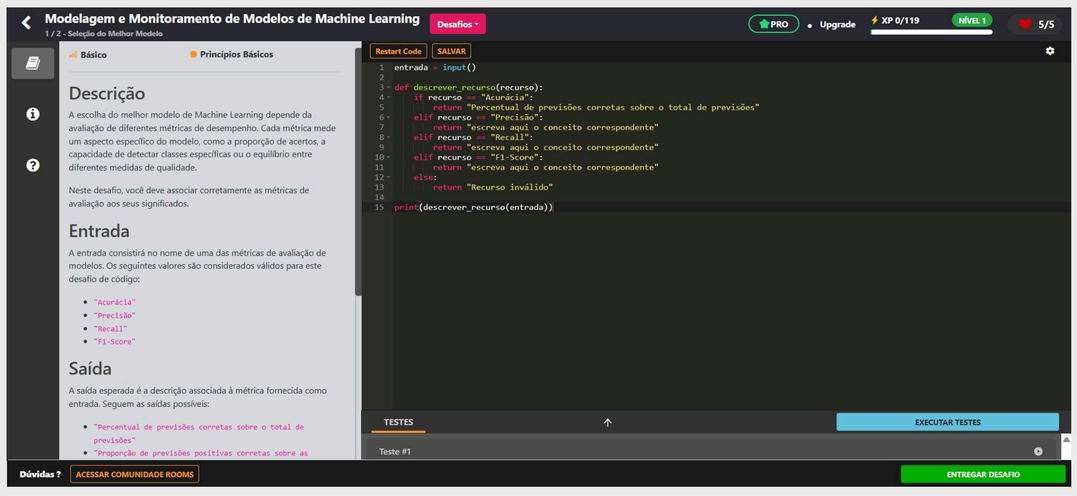
3. Collaborative Community



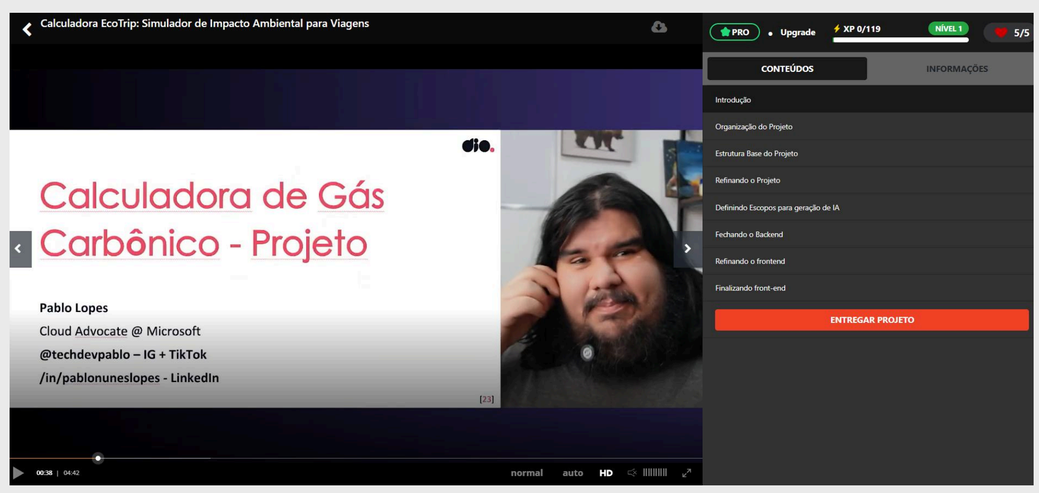
4. Gamified Learning Experience



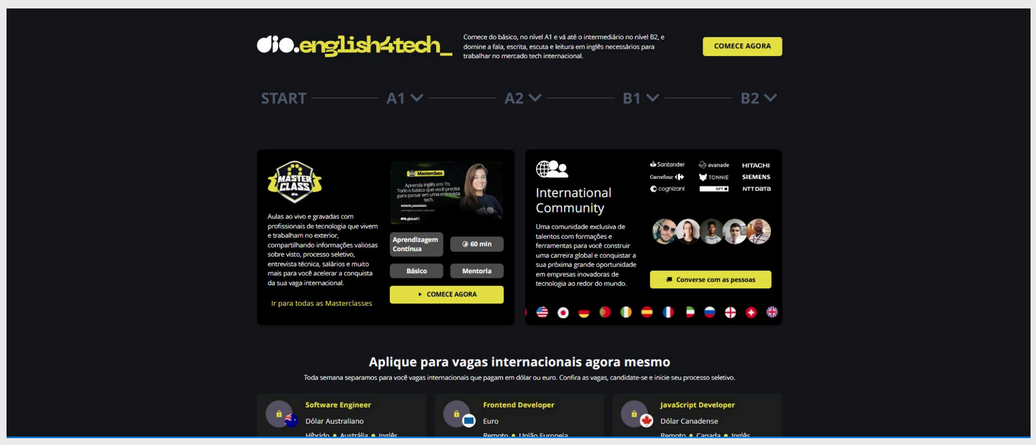
5. Competitions and Hands-On Coding Challenges



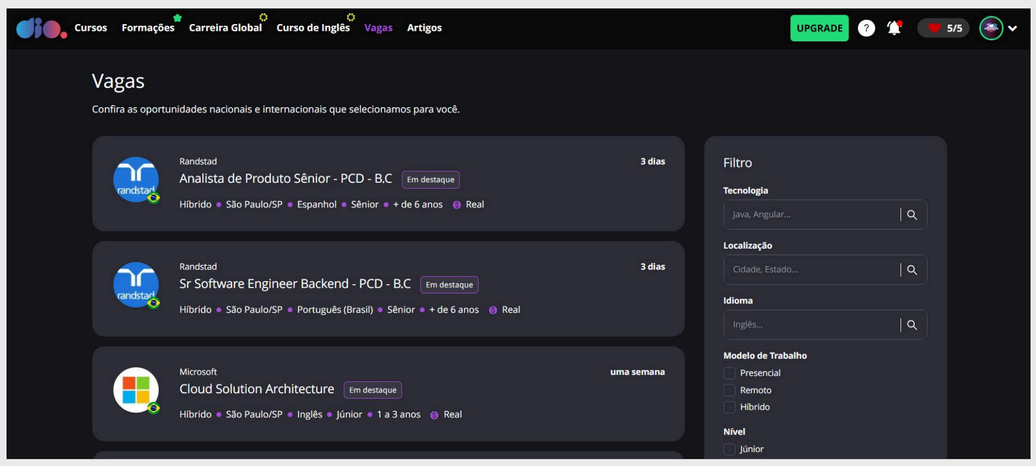
6. Development of Industry-Based Projects



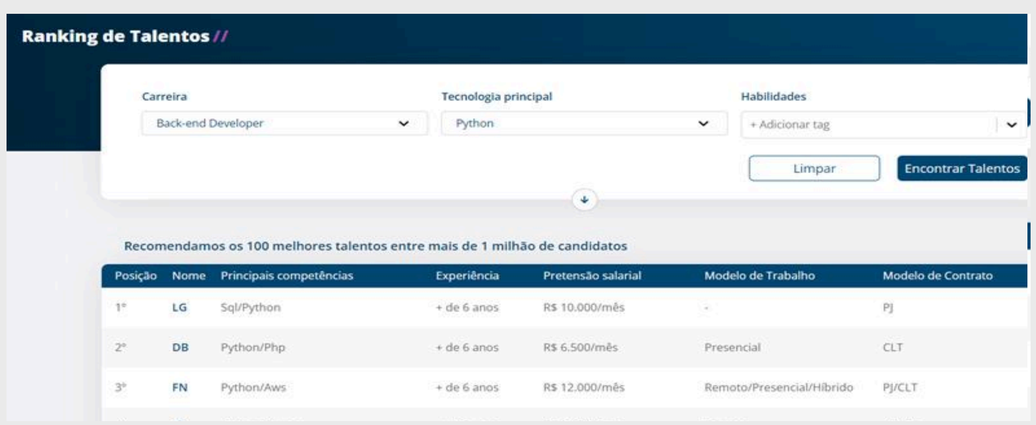
7. Technology-Focused English Learning



8. Access to Job Opportunities at the World's Most Innovative Companies



9. Recruiters Have Access to Rankings of Top-Performing Students

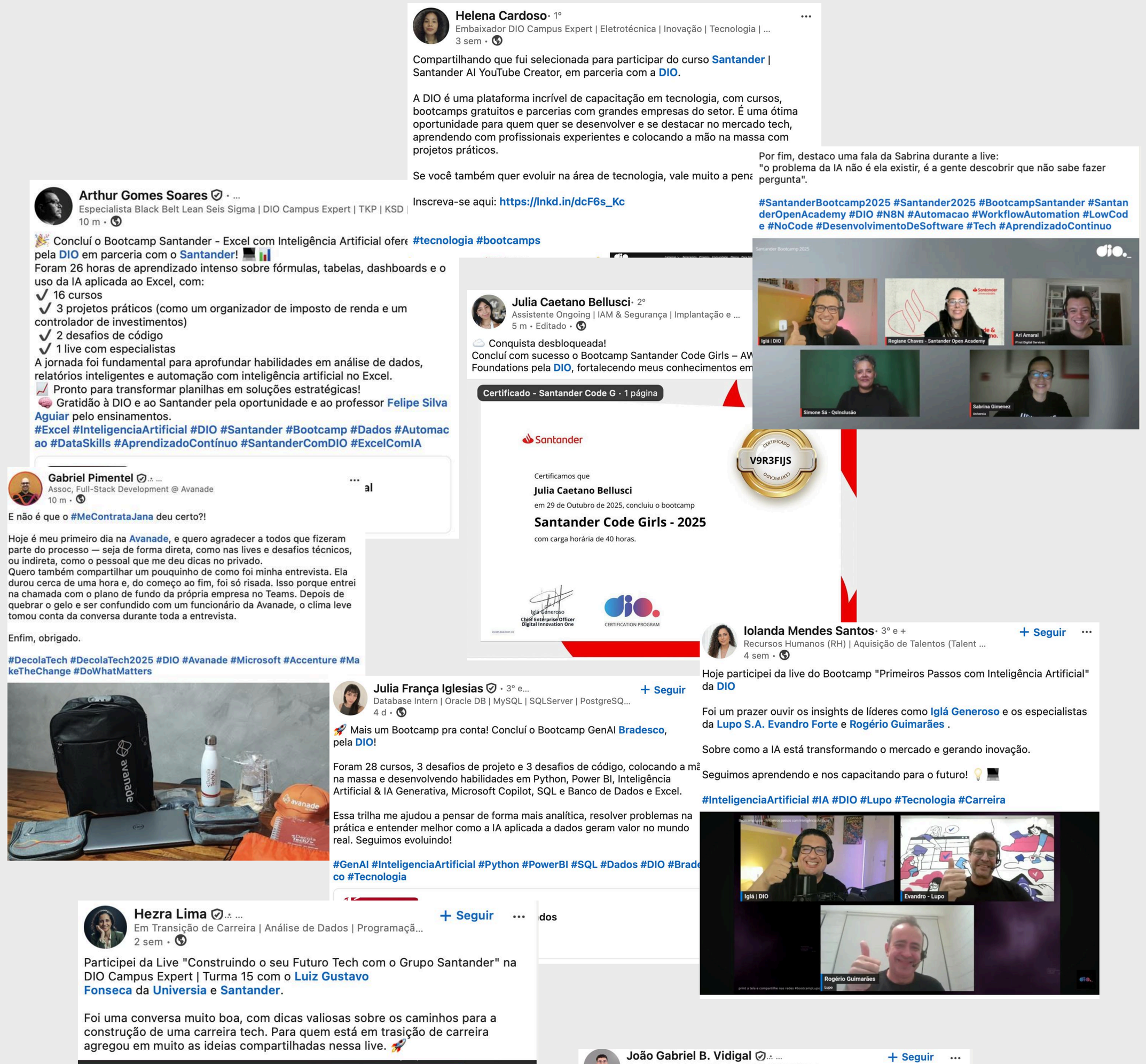


Vibrant and Collaborative Community

Over the course of 2025, our learning community reached 2.2 million people, with 528,167 new talents joining the platform, driven by the support of the community itself and the partners within our exponential ecosystem.

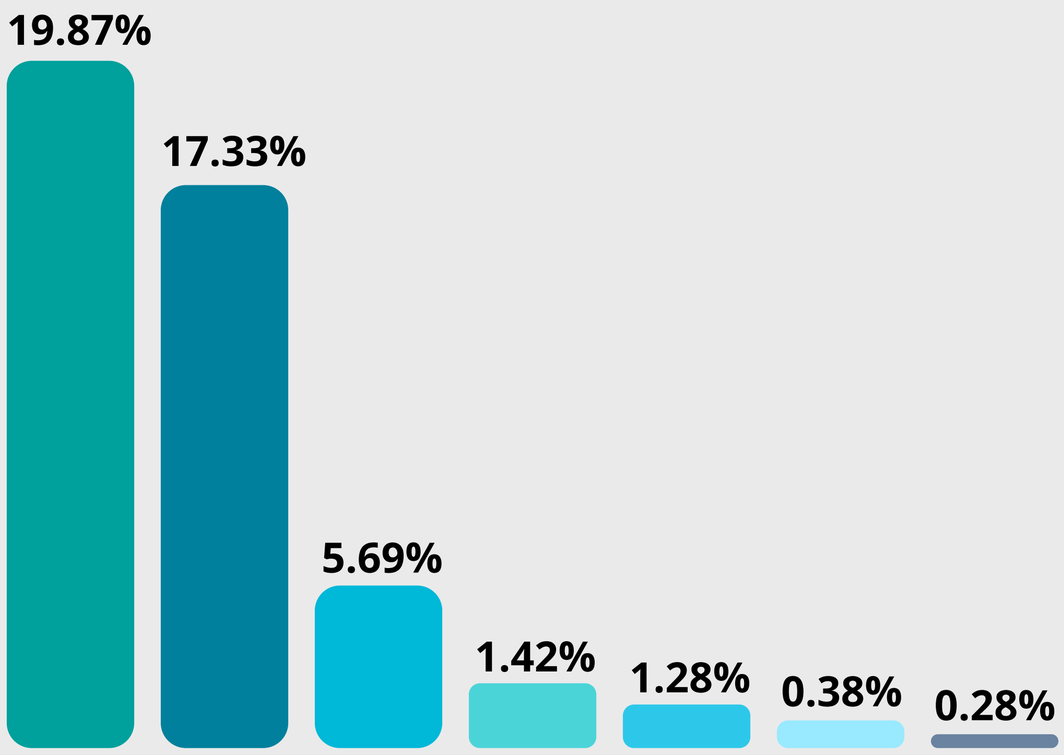
This progress represents growth of 31.3%, directly resulting from an ecosystem of companies and partners committed to inclusion and committed to inclusion, democratizing access to knowledge, and expanding opportunities in technology.

With our continuous learning methodology, 96% of our community members report feeling more confident and better prepared to pursue new opportunities in the technology industry.



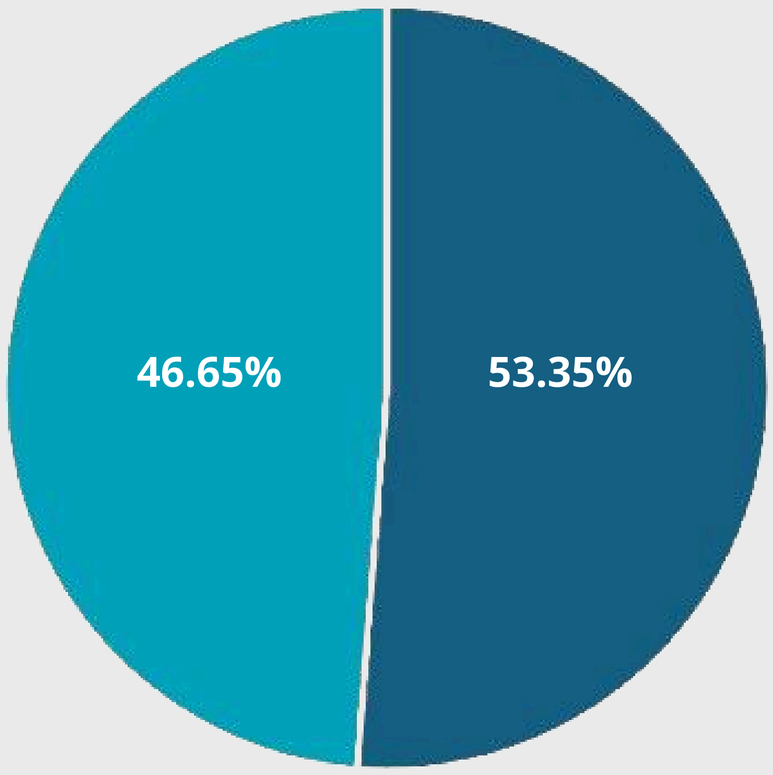
Sociodemographic Profile of Our Community

With talent spread across Brazil and around the world, our community is truly diverse, bringing together people from different social backgrounds and ensuring strong representation of groups that have historically been underrepresented in the information technology industry.



Underrepresented Groups in the Technology Industry:

- People who identify as women: **19.87%**
- Black and mixed-race people: **17.33%**
- LGBTQIA+: **5.69%**
- People aged 50 and over: **1.42%**
- People with disabilities: **1.28%**
- Indigenous people: **0.38%**
- Refugees and immigrants: **0.28%**



Monthly Household Income Range:

- Up to R$ 2.824: **53.35%**
- Above R$ 2.824: **46.65%**



DIO supports the development of technology talent across more than 50 countries and in every Brazilian state.

21.32%
Northeast

53.99%
Southeast

4.61%
North

7.71%
Central-West

12.37%
South

We support three key communities that are essential both to strengthening our ecosystem and to expanding employment opportunities for DIO-certified talent.

Teachers in Tech

With a network of more than 11,000 connected teachers, the Teachers in Tech Community brings together educators and industry professionals seeking to innovate in the classroom and bring their students closer to the world of technology.

Our purpose is to join forces with these educators to transform career paths, expand opportunities, and contribute to developing the next generation of technology talent.

DIO Campus Expert

With more than 5,000 certified students and 15 cohorts delivered, DIO's University Ambassadors community develops leaders who inspire other students by sharing knowledge, experiences, and opportunities in technology.

Participants receive mentoring focused on soft skills and career development, preparing them to become recognized leaders within their academic communities.

Hire in Tech

A community for HR professionals and tech recruiters involved in hiring technology talent. With more than 1,000 professionals in its network, the community strengthens the technology recruitment ecosystem.

Its purpose is to empower these specialists through the exchange of experiences and the sharing of success stories, news, and relevant content on recruitment and selection in the technology sector.

The initiative seeks to make talent attraction, hiring, and retention processes more strategic, agile, and effective within companies.



DIO University Ambassadors:

Across 14 cohorts, 5,179 talented individuals completed the full immersive journey in leadership training and soft skills development through the DIO Campus Expert program.

Today, these certified ambassadors are part of our Alumni Community, spreading this legacy of transformation throughout the country.



Fernanda Oliveira, Recife/PE

“I learned how to lead diverse teams while using GitHub for code version control and portfolio development. The program strengthened both my technical and interpersonal skills and inspired me to create social initiatives that support Black women and mothers, showing that we can be so much more than the labels placed on us.”



Yago Mouro, São Paulo/SP

“It was through DIO’s bootcamps that I secured my first internship at a multinational company. I am forever grateful for everything I learned and for the doors that opened thanks to these transformative programs. Technology and programming are my passions, and I am determined to continue growing and making a meaningful contribution to the field.”



William Johnson, Maceió/AL

“Participating in the program was a unique experience, one that every early-career professional should have the opportunity to experience. I learned from each of the mentors, and their advice was invaluable. The program helped me recognize opportunities I had never imagined before!”



Iasmin Santiago, Recife / PE

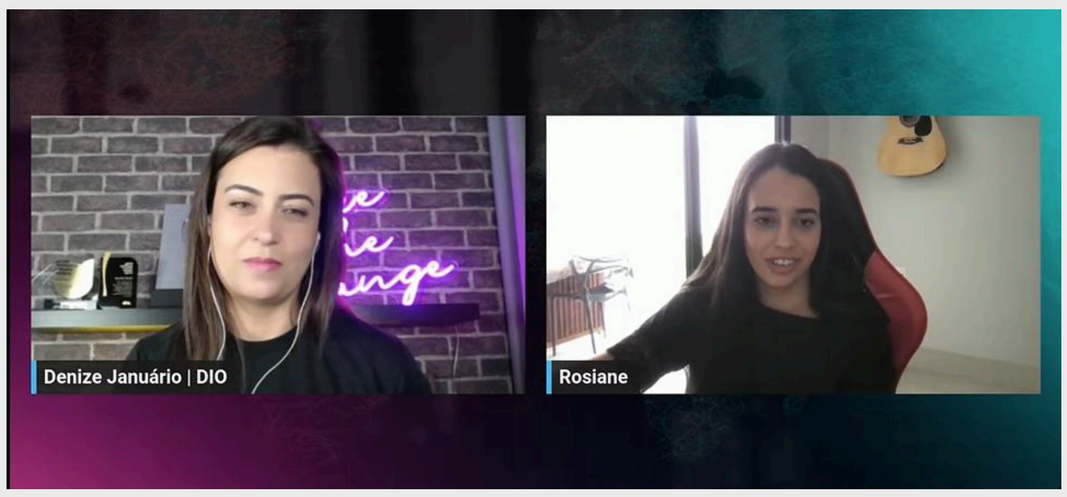
“I am a data analyst and already work in the technology sector. Participating in the program was an incredibly enriching experience that supported both my personal and professional development. It contributed significantly to strengthening my leadership skills, enabling me to bring more and more people along with me on this journey in technology.”

Community Events

Throughout the year, our community had many meaningful opportunities to engage with leading professionals in the technology industry. In 2025, we hosted 574 online events, reaching a total of 11,022,213 views.

These events focus on sharing knowledge and inspiring our community to pursue continuous development. They also connect professionals from DIO's partner companies with thousands of talented individuals, enabling them to share their knowledge and experiences.

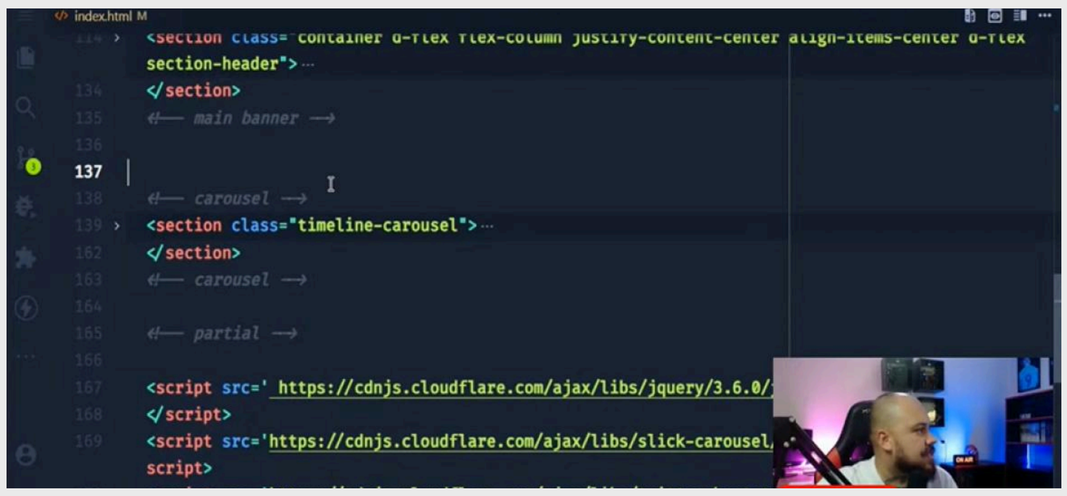
Hired



DIO Awards 2025

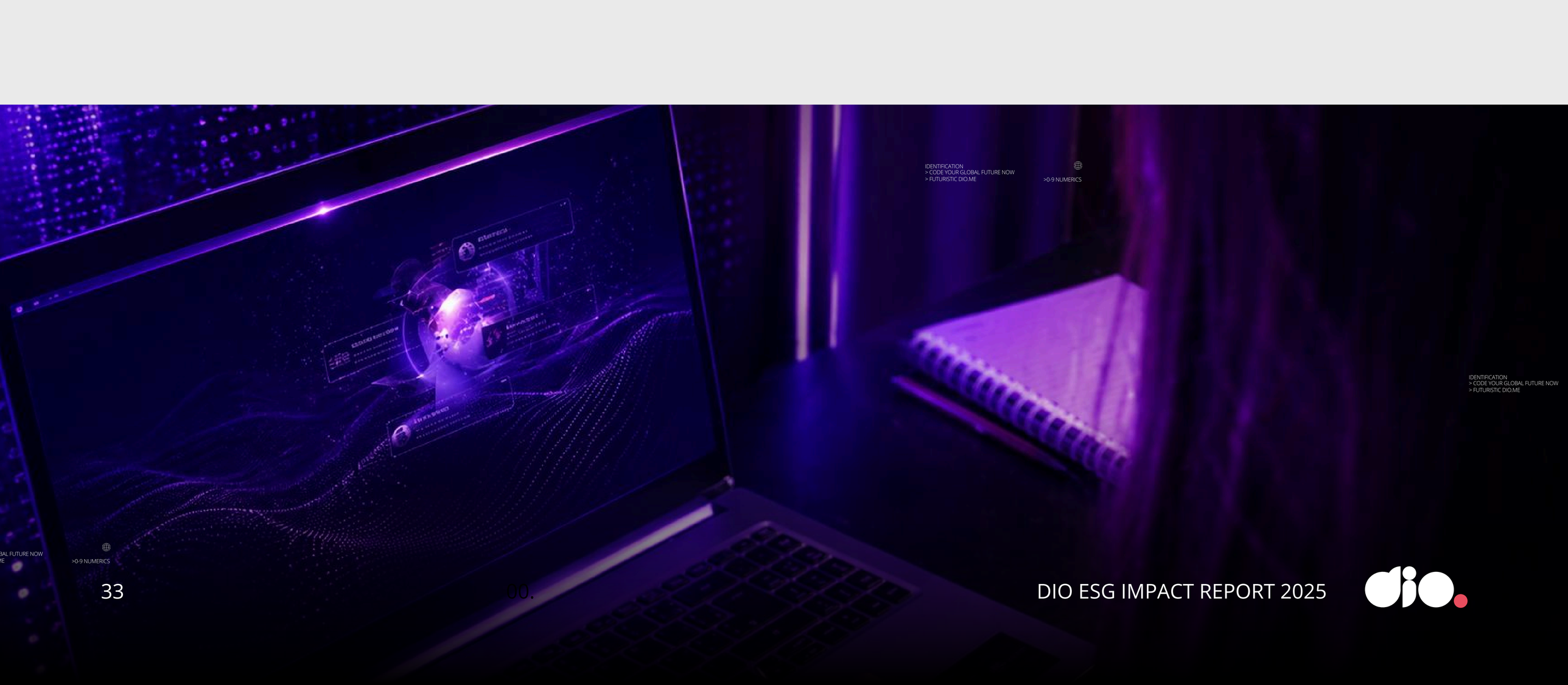


Dev Week



Masterclass





Recognition and Inspiration

Global Workforce Transformation Awards

The GWT Awards returns for another edition with the purpose of recognizing companies, professionals, and talented individuals who are driving the transformation of the technology industry.

The awards highlight some of the world's most innovative companies—organizations that have generated a positive impact by expanding employment opportunities in technology and contributing to the democratization of access to the skills most in demand across the market.

This recognition reinforces the purpose that connects the entire DIO Ecosystem: democratizing access to knowledge and opportunities in technology.

Companies that distribute at least 5,000 scholarships and deliver four mentoring sessions through one or more bootcamps receive the GWT Seal. Organizations that stand out and generate significant impact within the DIO Community compete across 21 categories at the GWT Awards.

Discover the companies and leaders that made a difference between August 2024 and December 2025, and meet the honorees of the 4th edition of the GWT Awards:

Top Global Workforce Transformation

Company with the broadest impact across the DIO Community, considering the number of programs delivered, people reached, technologies covered, opportunities created, and underrepresented groups supported.

111,372 scholarships distributed, 9,137 bootcamp graduates, 3,823,621 certificates issued through educational programs, 13 bootcamps delivered, 128,736 scholarships distributed to underrepresented groups

Top Recruiter in Diversity

Company that distributed the largest number of scholarships to groups underrepresented in the technology industry.

Company with the broadest diversity among the groups hired.

Top Intern Recruiter

Company that hired the largest number of interns.

130 interns hired.

Top First Opportunity Recruiter

Company that hired the largest number of junior-level professionals.

38 junior-level hires.

Tech Content Pioneer

Company that introduced the largest volume of original and pioneering content to the DIO platform.

First graph database bootcamp.

Bootcamp with Highest Engagement

Company whose bootcamp graduated the largest number of participants in a single program.

1,754 participants graduated from a single bootcamp.

Bootcamp with Highest Impact

Companies that distributed the largest number of technology education scholarships through a single bootcamp.

57,989 scholarships distributed through a single bootcamp (Inteligência Artificial na Prática).

Top Tech Education Accelerator

Bootcamp that reached the milestone of 10,000 scholarships in the shortest period.

Four days to distribute 10,000 scholarships through the “Artificial Intelligence in Practice” bootcamp.

Top Technologies Sponsor

Company that developed the bootcamp covering the largest number of technologies.

Seven different technologies covered in a single bootcamp.

Top Content Sponsor

Company that generated the largest volume of content for the DIO Community.

24 bootcamps delivered, including 12 in collaboration with other companies.

Top Social Accelerator

Companies that distributed the largest number of scholarships to people from households experiencing social vulnerability.

66,405 scholarships distributed to people experiencing social vulnerability.

Women in Tech

Company that distributed the largest number of scholarships to people who identify as women.

57,942 scholarships distributed to people who identify as women.

Inclusion in Tech

Company that led the bootcamp with the highest percentage of enrolled people with disabilities.

1,114 scholarships distributed to people with disabilities through a single bootcamp, representing 7.84% of enrolled participants.

Top Mentoring Company

Company that delivered the largest number of mentoring sessions for the DIO Community.

20 mentoring sessions delivered.

Top Artificial Intelligence Accelerator

Company that delivered the largest volume of mentoring sessions and new, in-depth technical content using AI through a single bootcamp.

9 hours of content and 4 mentoring sessions delivered.

Top Community Impact

Company recognized by the community for providing the greatest inspiration and contribution to members' career development through bootcamps over the past 12 months.

19.4% of the DIO Community's votes.

Diversity in Tech

Company that distributed the largest number of scholarships to groups underrepresented in the technology industry.

90,303 scholarships distributed to people from groups underrepresented in the technology industry.

Top Global Career Accelerator

Company that impacted the largest number of talented individuals through our international career acceleration programs.

21,530 scholarships distributed through two bootcamps offering international opportunities.

Top Ecosystem & ESG Accelerator

Partner that contributed the most to expanding the reach of DIO's social impact ecosystem.

TOP AI Builders

This category recognizes leaders from global companies who have made meaningful contributions to connecting the DIO Community with the most important discussions, practices, and trends in Artificial Intelligence.

These professionals share their strategic perspectives, hands-on experience, and market insights, helping inspire talent, companies, and specialists to better understand the present and future of AI.

In this edition, the category honors five global leaders who have brought high-impact knowledge, best practices, and international perspectives to the DIO Community.

More than representatives of leading organizations, these leaders act as builders of the AI ecosystem, connecting innovation, technology, and talent development to drive digital transformation at scale.



Lady Mariéme Jamme

An award-winning technologist and pioneer of systemic change, recognized by the World Economic Forum and for her work advancing the United Nations Sustainable Development Goals.

Founded by Lady Mariéme, iamtheCODE is the first global movement led by an African woman dedicated to mobilizing governments, companies, philanthropic organizations, and communities to expand access to STEAMD education for girls and young women.

As the leader of the initiative, she draws on her experience as a technologist, entrepreneur, and global leader to advance digital inclusion and create opportunities for young people.



Darrell Booker

A technology visionary and impact-driven storyteller, Darrell Booker connects innovation, culture, and community to drive social transformation. With experience spanning government, private-sector, and corporate environments, he has worked at Microsoft and GitHub Social Impact, supporting nonprofit organizations in modernizing their operations and leading global technology capacity-building initiatives across Africa, Latin America, and the Caribbean.

As a mentor, strategist, entrepreneur, and startup advisor, he combines creativity, storytelling, and innovation to amplify voices, strengthen meaningful causes, and turn technology into opportunities for measurable and lasting social impact.



Pedro Pereira

A leader in Artificial Intelligence and Sustainability, Pedro Pereira has more than two decades of experience driving technology sales, go-to-market strategies, and cloud growth.

As Vice President and Head of Sustainability Solutions Go-to-Market for SAP Americas, he leads the sustainability strategy across North America, Latin America, and the Caribbean, supporting the adoption of SAP's Supply Chain Management portfolio.

A global keynote speaker, TEDx speaker, author, and podcast host, he connects innovation, sustainability, and business to help customers and partners achieve tangible results and become leaders in sustainable transformation.



Marco Santos

A global technology leader, Marco Santos has more than 25 years of experience driving digital business growth.

As Global CEO of GFT Technologies, he leads the company in integrating artificial intelligence, next-generation digital platforms, and cloud modernization to transform digital strategies and visions into tangible business outcomes.

Having held leadership roles at global companies such as Tata Consultancy Services, Oracle, and Capgemini, he brings an international perspective on innovation. He is also a member of the Forbes Technology Council and co-founder of Meu Futuro Digital, an initiative dedicated to advancing STEM education in Brazil.



Alex Xavier

A developer go-to-market leader at Microsoft, Alex Xavier serves as Senior Product Go-to-Market Manager for Azure Americas, leading strategies to engage technical communities across North America and Latin America.

Through his work on Azure initiatives, Alex collaborates with Developer Relations, product, field, and sales teams to increase awareness, adoption, and innovation, helping developers accelerate Artificial Intelligence projects and turn technical knowledge into tangible impact.

Companies Recognized with the GWT Seal

accenture · akad SEGUROS · avanade · aws · BairesDev

BINANCE · blip · bradesco · CAIXA · CI&T

cognizant · DEAL · GFT · GitHub · HEINEKEN

Klabin · luizalabs MAGALU · meutudo. · Microsoft · neo4j

NTT DATA · randstad digital · GRUPO RIHAPPY · RIACHUELO · Santander

GRUPO Savegnago · suzano · TIVIT ALMAVIVA GROUP · TONNIE · wex™

XP Inc.



DIO Awards 2025

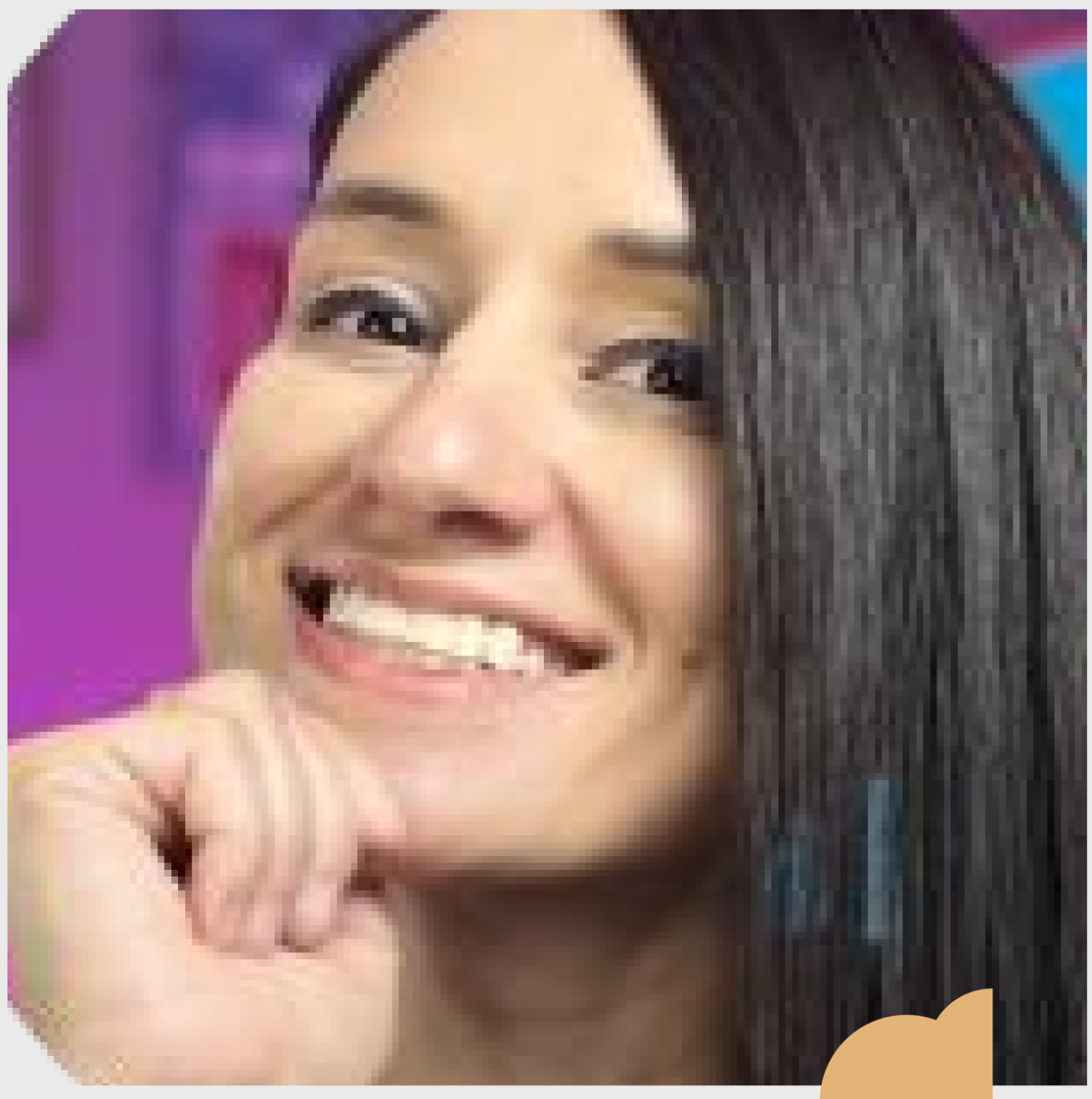
A moment dedicated to recognizing and celebrating inspiring individuals, committed mentors, and everyone who enriched the DIO Community throughout the year. Across 10 categories, we highlight those who made a positive impact by advancing learning and collaboration on our platform.

Meet the 2025 Nominees and Winners:

Best Tech Influencer

Influencer who shared the most knowledge and contributed the most to the growth of our tech community.

WINNER



Karol Atekitta,
@AtekittaDev



Jerry Strazzeri



João Alberto

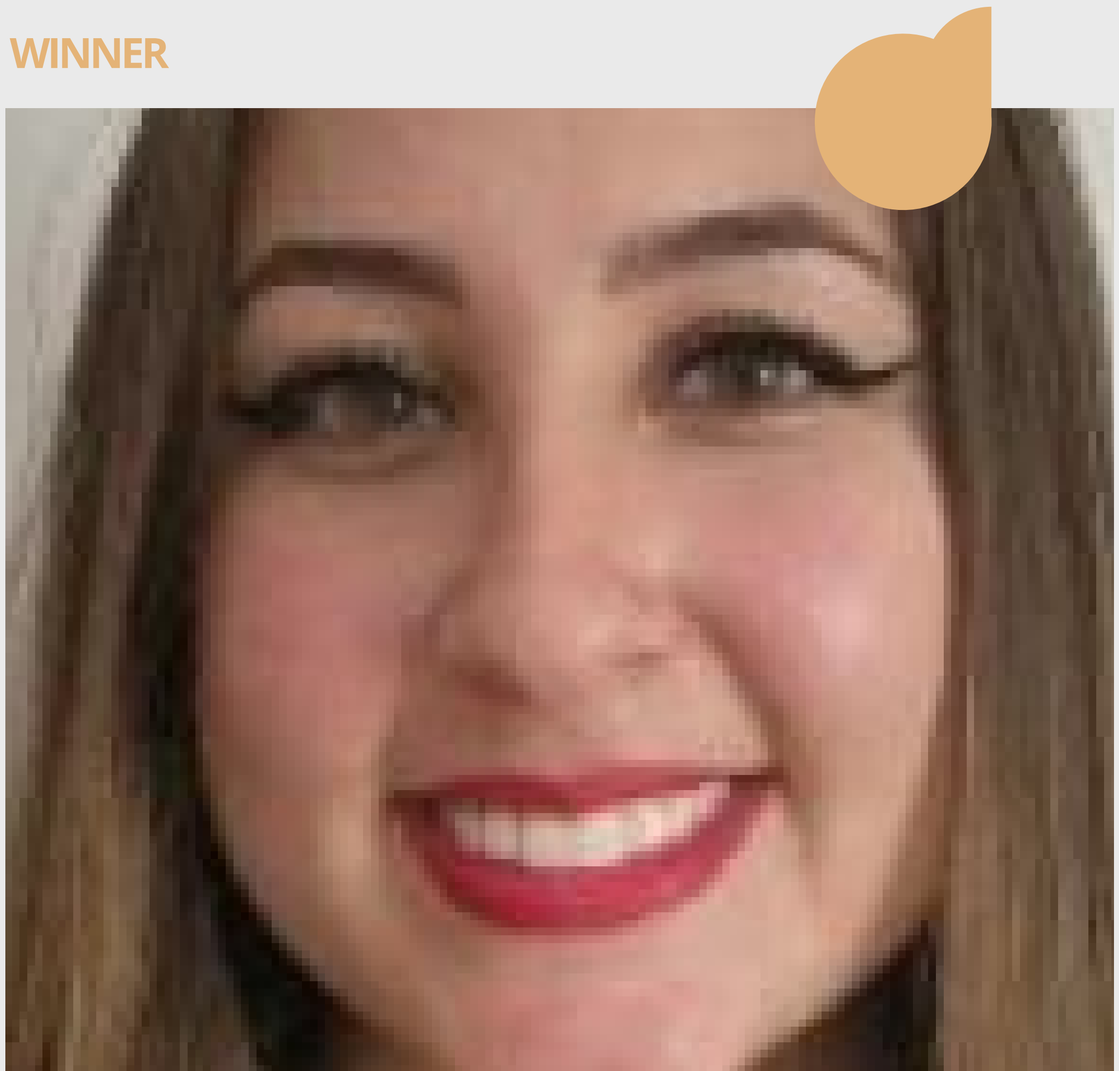


Mano Deyvin

Best Tech Project

Most creative project challenge, contributing to portfolio development across the DIO Community.

WINNER



Isadora Ferrão



Carlos CGS



Henrique Souza

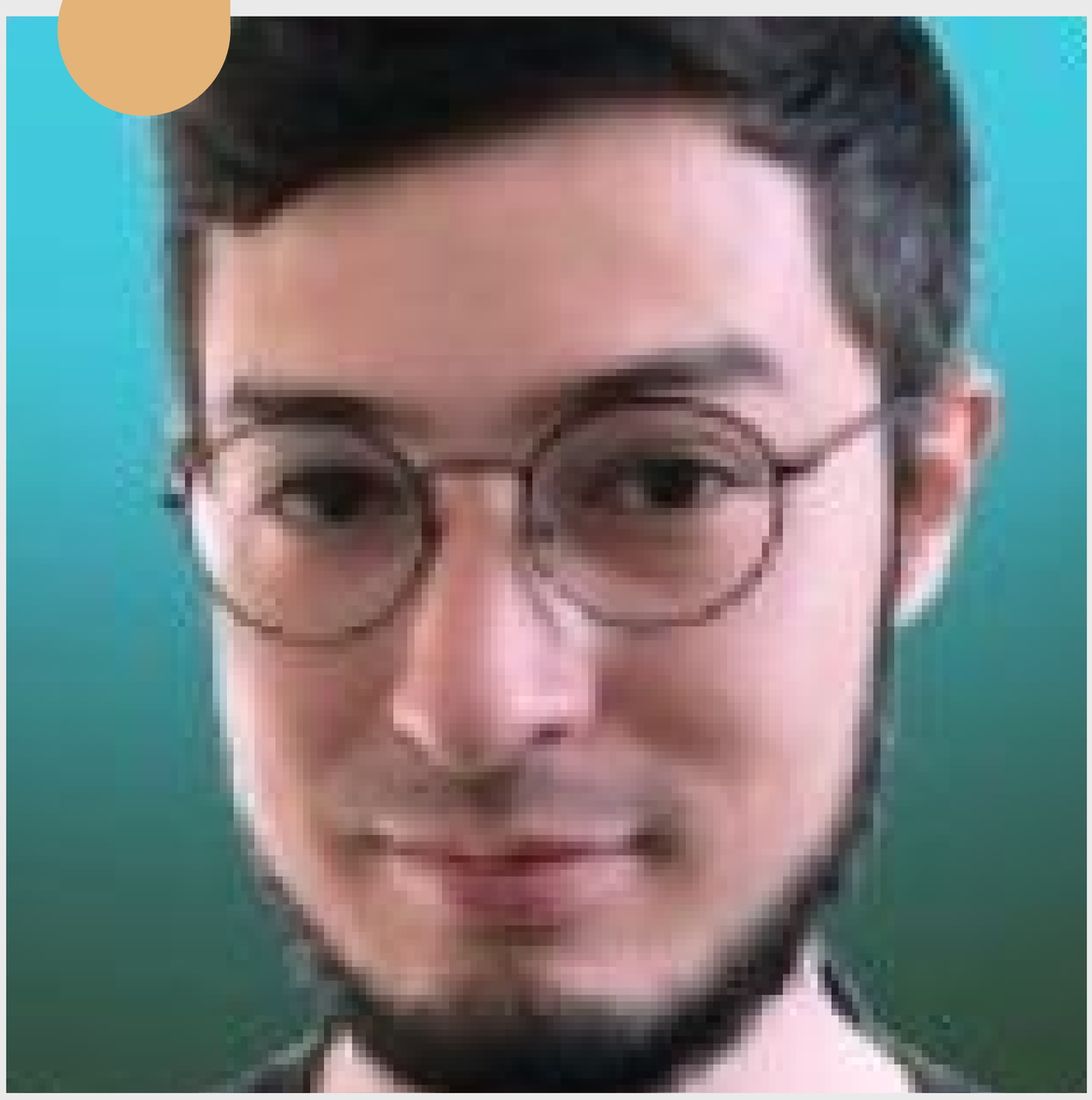


Maycon Cipriano

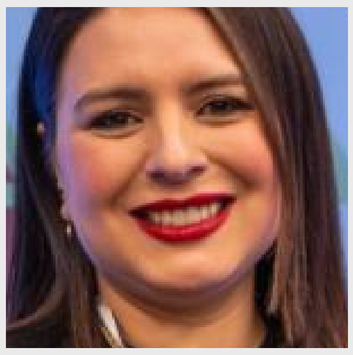
Best Course

Course that contributed the most to the professional development of the DIO Community in technology.

WINNER



Felipe Kenji



Valéria Baptista



Guilherme Carvalho

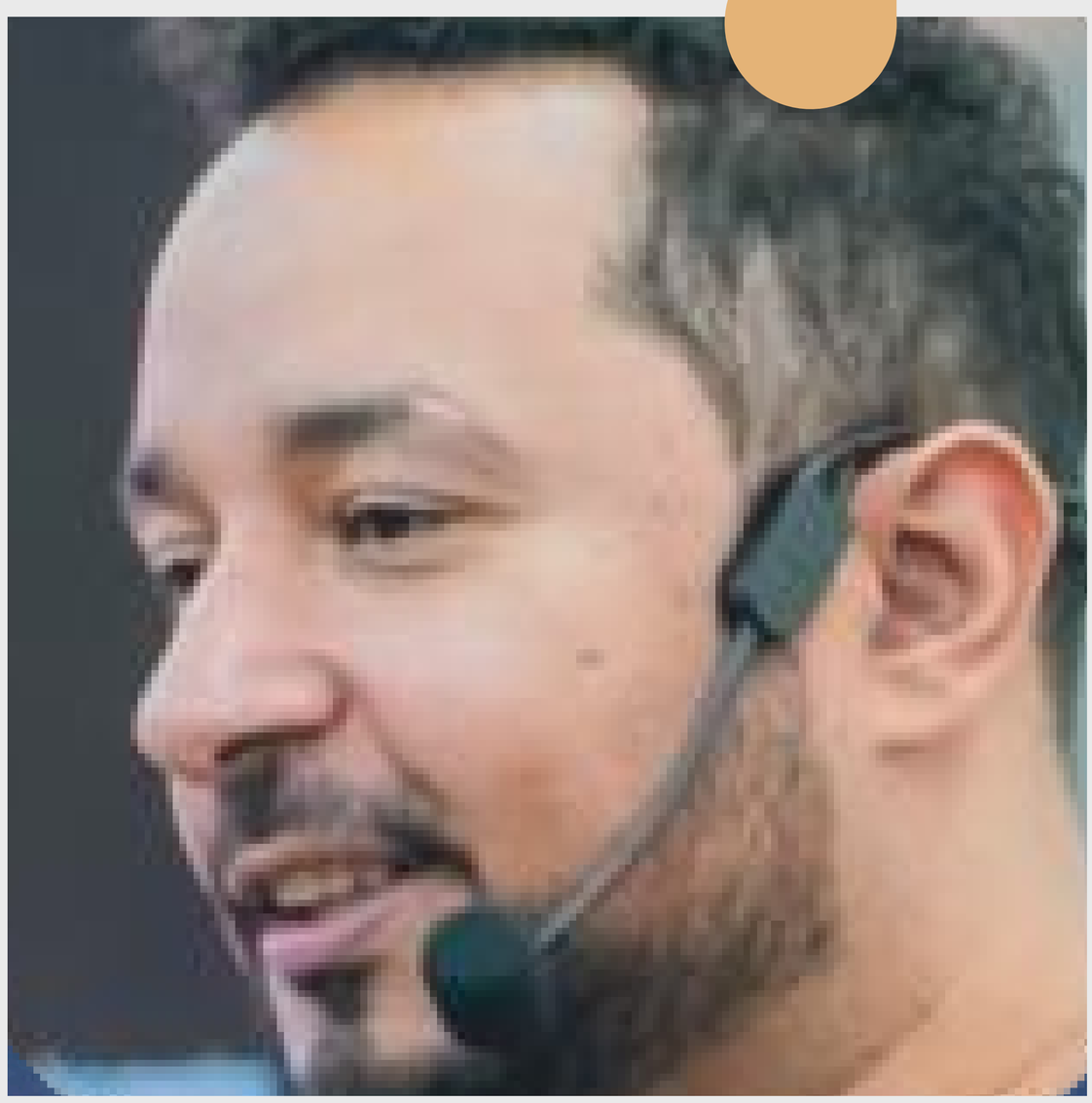


Michele Ambrosio

Best Tech Expert

Expert who produced the best educational content.

WINNER



Henrique Souza



Matheus Ferreira



Junior Abreu

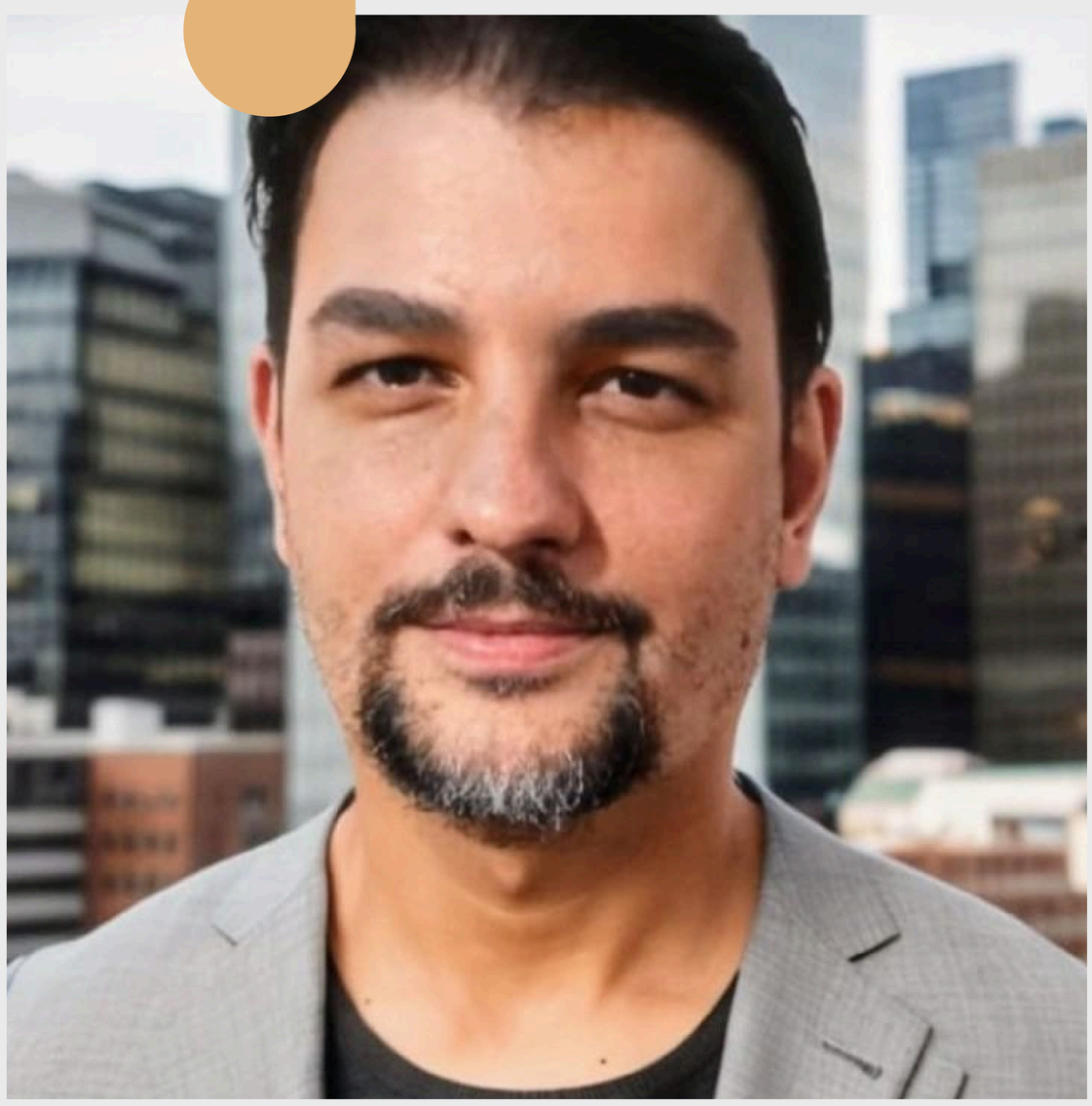


Felipe Kenji

Best Tech Mentor

Mentor who contributed the most to accelerating careers through bootcamps.

WINNER



Maycon Cipriano



Henrique Souza



Erika Nagamine



Guilherme Carvalho

Best Tech Article

Article published on the DIO Platform that contributed the most to the development of the DIO Community.

WINNER



Raja Novaes



Daniel Nascimento



Raissa Barbosa



Thiago Poiani

Best Community Influencer

Person who contributed the most to collaborative learning within the DIO Community.

WINNER



Adriana Gutierrez



Arthur Carneiro



Carlos GCS



Luiz Café

Best Campus Expert Leader

Campus Expert who contributed the most to the development of their academic community.

WINNER



Fernanda Oliveira



Patricia Assaf



Arthur Carneiro



Otavio Guedes

Best Community Mentor

Person who demonstrated the greatest commitment to sharing knowledge and experiences with the DIO Community.

WINNER



Valéria Baptista



Henrique Souza



Isadora Ferrão



Maycon Cypriano

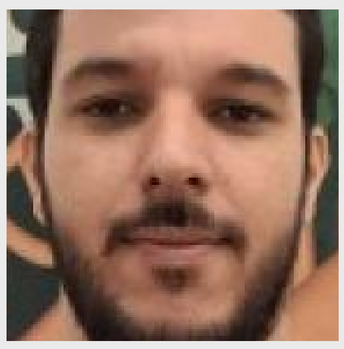
Best Tech University Teacher

University professor who made the most significant contribution to the DIO Community ecosystem.

WINNER



Fernanda Oliveira



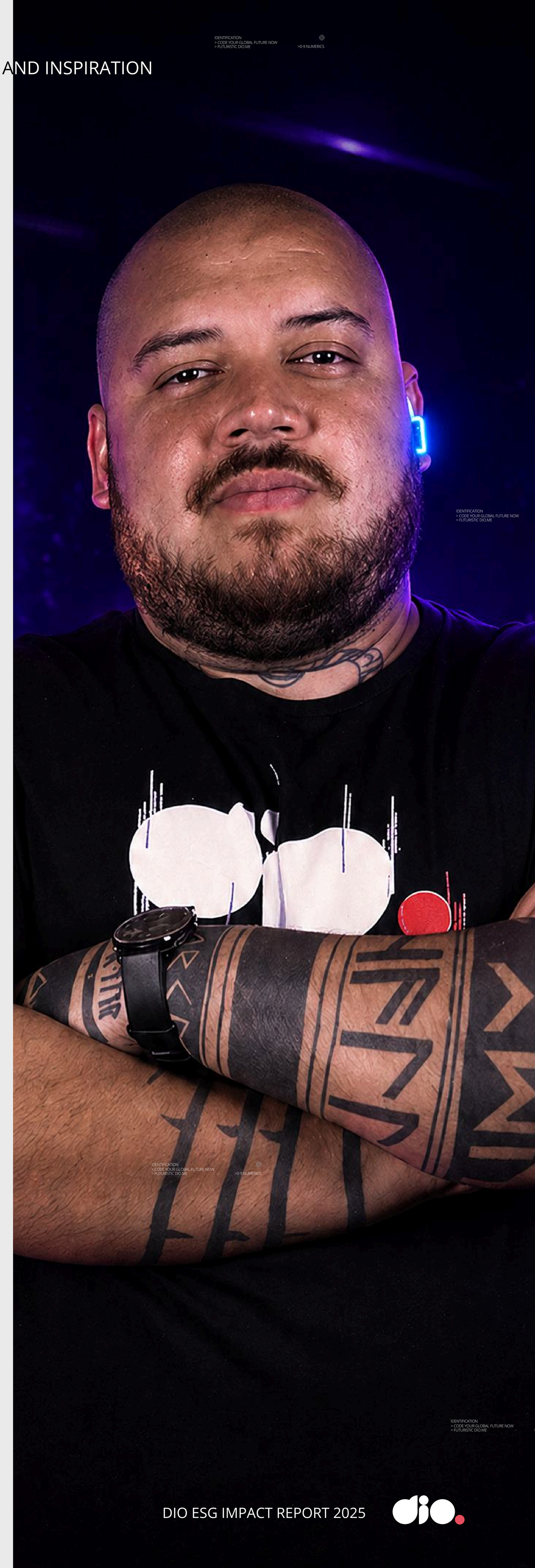
Lucas Bueno



Gilmar Cação



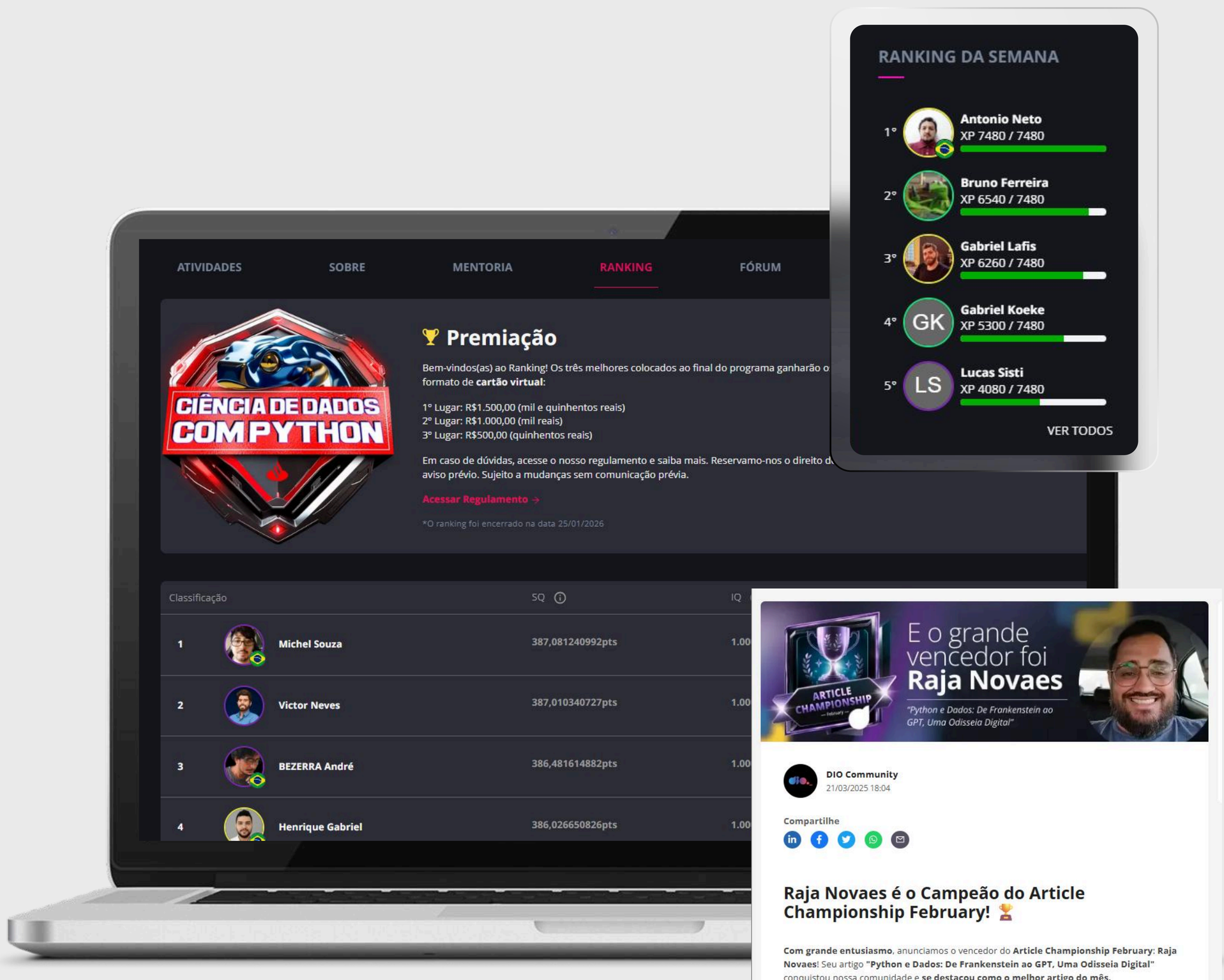
Renata Porto Vanni



Recognition for Engagement and Achievements in the DIO Community

We recognize and celebrate those who make a difference in our community, from talented individuals who excelled in bootcamps to those who shared outstanding content and strengthened collective learning across the DIO Community.

This recognition reinforces our commitment to encouraging the entire DIO Ecosystem to continue creating impact, expanding access to knowledge, and generating new opportunities in the world of technology.



50 HR Tech Disruptors 2025

We recognize professionals who are redefining technology recruitment and driving industry transformation, based on nominations of those who have distinguished themselves in the market.

To this end, we consulted more than 4,000 tech recruiters, specialists, and leaders to identify best practices in talent attraction and retention.

The HR Tech Disruptors are:

- **Leaders** who promote a more inclusive and diverse job market.
- **Professionals** leading innovative initiatives that are redefining the industry.
- **Experts** who share knowledge and experiences through social media.

We selected the 50 professionals most frequently mentioned in our survey.

In the next section, discover the professionals featured on the 2025 list!



Adriana Manzine,
Talent Acquisition - Klabin



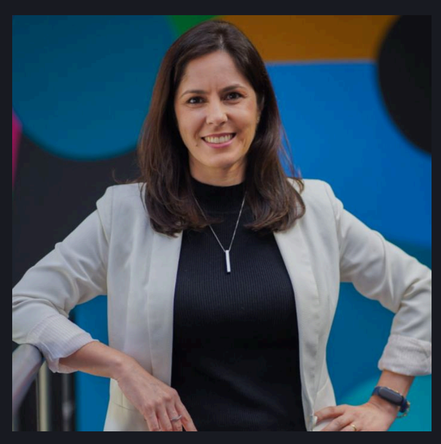
André Bergamini,
HR Senior Manager - Suzano



André do Val,
Head of People Operations - Uber



Bárbara Meneses,
HR Senior Manager - Riachuelo



Bárbara Ritzmann,
Head of Talent Attraction & Onboarding - CI&T



Cindy Oliveira,
Recruitment Manager - Randstad

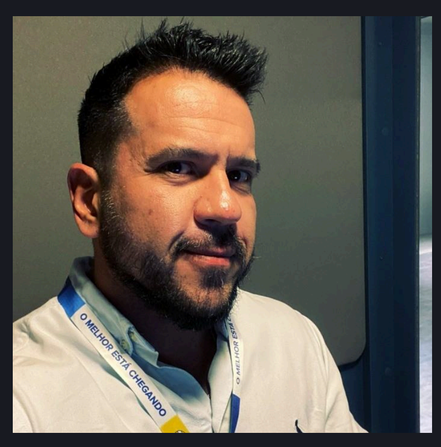
50 HR Tech Disruptors 2025



Cleide Oliveira,
Executive Director Human Resources - GFT Technologies



Daniela Mira,
Head of Talent Acquisition Brazil - Avanade



Diego Bezerra,
Talent Acquisition Manager - Mercado Livre



Enedina Luz,
Diversity and Inclusion Lead Brazil - Cognizant



Eric Toyoda,
Head of Talent Acquisition - Allianz Brasil



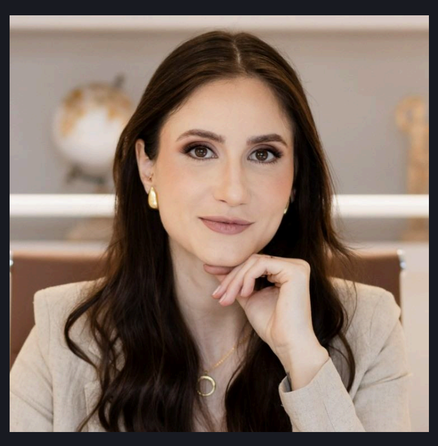
Fabiana Lucena,
Talent Acquisition Leader - NTT DATA Brasil



Fellipe Brancaccio,
Recruitment Advisor - Keeta



Fernanda dos Santos Rodrigues,
Global CHRO - GFT Technologies



Fernanda Santarini,
LinkedIn Top Voice e Gupy Expert



Flávio Balestrin,
HR VP Latam - Serasa Experian

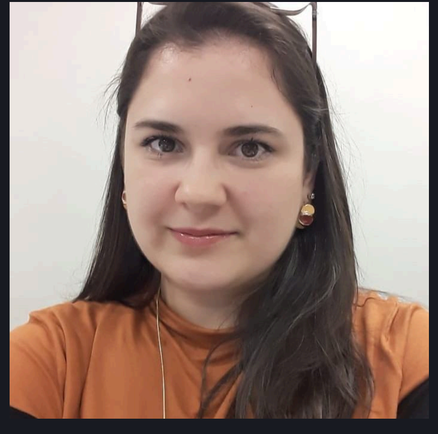


Gizelda Souza,
People Manager - NTT DATA Europe & LATAM



Graziele Mariano,
Talent Acquisition - GFT Technologies

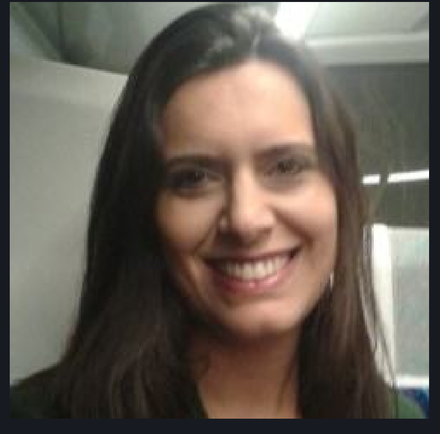
50 HR Tech Disruptors 2025



Greta Munhoz, Recruiting Associate Manager - Accenture Brasil



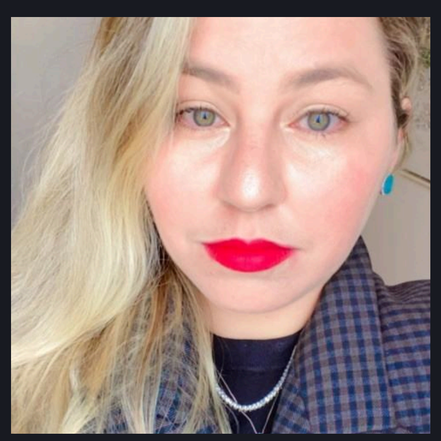
Jaciani Rizziolli, HR Director - Grupo Savegnago



Janaina Caldeira, Talent Acquisition Specialist - Avanade



Jaqueline Fernandes, R&S Manager - Magazine Luiza



Joanna Viana, Program and Digital Transformation Manager - Suzano



João Pedro Pedroso, Tech Recruiter - Magalu Cloud



Léo Kaufmann, Content Director - RH Summit



Letícia Lopes, Senior Campus Recruiter



Lorena Cunha, Senior Tech Recruiter - Magalu Cloud



Luciano Santos, Speaker and Partner-Fluxus

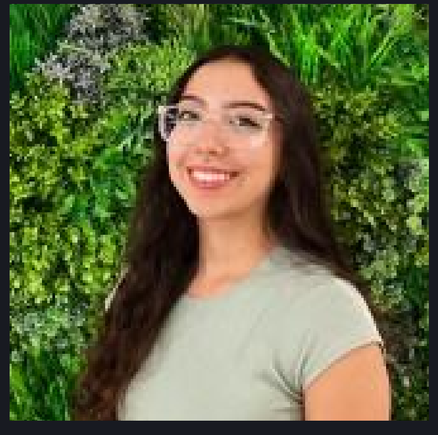


Luiz Gustavo Fonseca, Talent Acquisition and Projects Coordinator - Universia Brasil



Maite Schneider, Cofounder TransEmpregos and Inclusion and Diversity Specialist.

50 HR Tech Disruptors 2025



Manuela Oliveira, HR Analyst - Suzano



Maria Carolina Sanchez, HRBP Specialist Consultant - Klabin



Mariana Torres, Co-founder and CEO - Diversa Jobs



Marina Rocha Morcatti, Global Talent Acquisition Manager - WEX



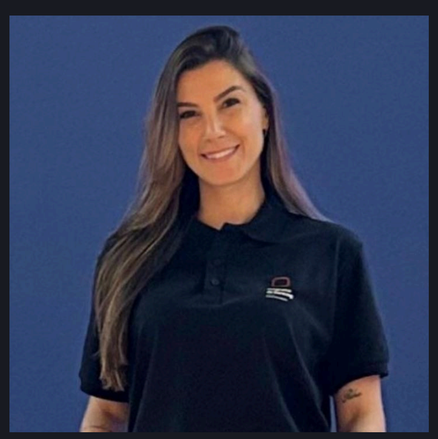
Mauricio Martins, People Executive - NTT DATA Europe & LATAM



Melissa Cavedon, Global Tech Sourcer Specialist - Nubank



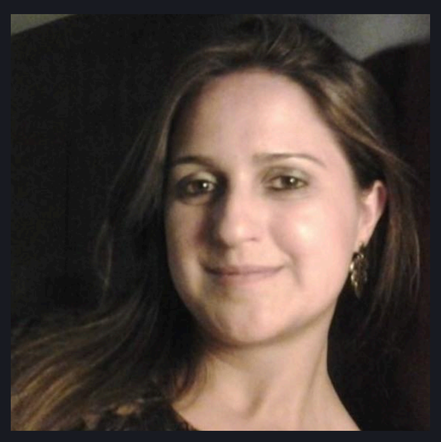
Michely Santana, Recruitment Coordinator - Bradesco



Patricia Melkonian, HR Manager - Itaú Unibanco



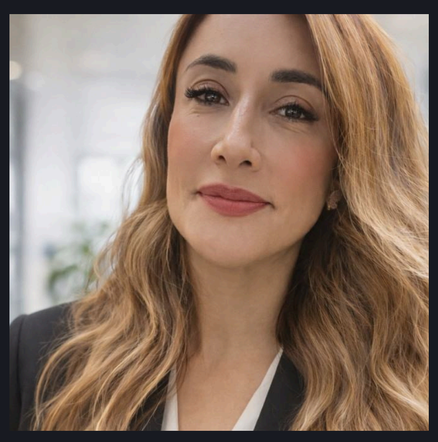
Patricia Omena, IT-Specialized Headhunter and Gupy Expert



Patricia Perobelli, Diversity, Equity, and Inclusion Coordinator - NTT DATA Europe & LATAM

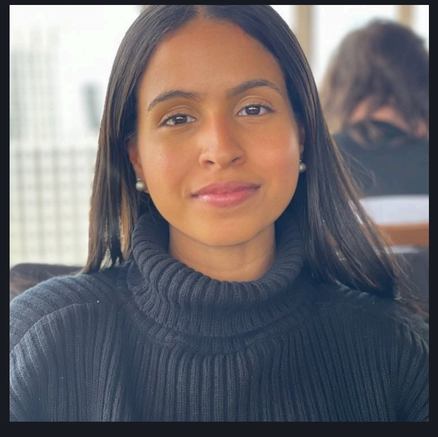


Patrícia Schaefer, Talent Manager - Tonnie Talent

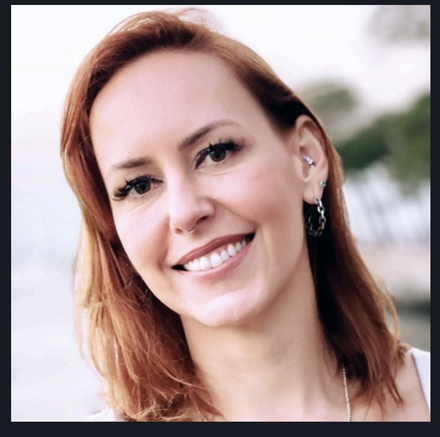


Priscila Domingos, Head of Talent Acquisition LATAM - Grupo GFT

50 HR Tech Disruptors 2025



Raphaela Coutinho, Talent Acquisition - Akad Seguros



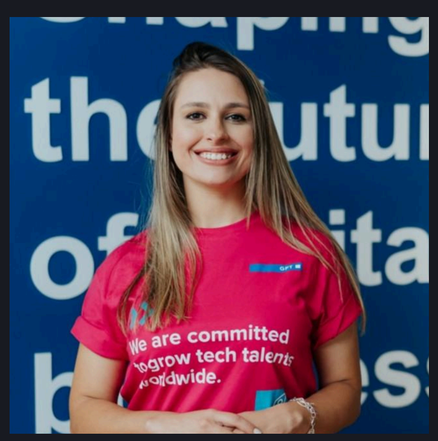
Renata Barbosa, Senior Talent Acquisition Leader - Cognizant



Renata Trasmonte, Chief Human Officer - NTT DATA Europe & LATAM



Ricardo Basaglia, CEO - Michael Page Brasil



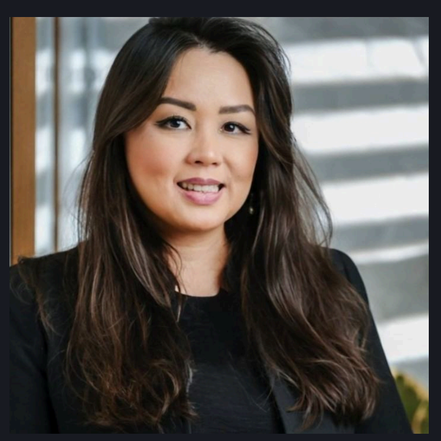
Thays Silva, Talent Acquisition Coordinator - Grupo GFT



Vinicius Prates, Senior Talent Acquisition Partner - Randstad



Willian Capriglione, CHRO - Deal Group



Yumiko Watanabe, HR Director - Cognizant

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

Sharing Lessons Learned

From Promise to Real-World Productivity: The Consolidation of a New Work Model

In 2025, a new paradigm became firmly established in the global market: artificial intelligence applied to real-world productivity. The discussion moved beyond the technology's potential and began focusing on its practical application in the daily activities of professionals and organizations.

The question is no longer whether artificial intelligence will transform work, but how each individual, team, and company will use it to become more efficient and productive in delivering results.

In this new context, AI agents are becoming even more relevant. They are no longer viewed merely as promising experiments but are taking on a more foundational role within workflows. They support decision-making, automate processes, connect systems, and expand human capacity for execution.

This transformation is giving rise to a new way of working, in which productivity and adaptability are becoming essential to the success of both organizations and technology professionals.

The need to prepare new talent for this environment is also growing. In a market that demands continuous learning, mastering tools and concepts is no longer enough. Professionals must know how to work with AI and build solutions that combine human expertise with computational capabilities.

From this perspective, we have brought together the key lessons, developments, and signals that shaped 2025 and help us understand the next steps in this transformation.

Trends for Organizations:

1. AI Moves Beyond Experimentation and Becomes the New Operating Model

In 2025, the discussion moved beyond validating AI's applicability and began prioritizing the redesign of operating models based on its integration into operations. AI moved beyond isolated pilots, proofs of concept, and one-off experiments to take on a central role in how companies structure processes, teams, and performance indicators. AI became embedded as a permanent operational layer, connected to daily workflows, internal systems, and routine business decisions.

In this new environment, organizations are increasingly structured around hybrid teams of people and AI agents, with repetitive tasks, preliminary analysis, content generation, customer service, decision support, and automation distributed between humans and agents. The focus is no longer limited to technology adoption but shifts toward measurable outcomes: reducing time, improving quality, enhancing the customer experience, achieving greater scale, and increasing execution capacity. AI is therefore evolving from a complementary resource into a core component of companies' operational architecture.

2. AI-Driven Productivity Becomes a Strategic Priority

Productivity has always been central to the corporate agenda. However, the pressure is no longer simply to adopt a technology or demonstrate innovation, but to prove tangible gains in productivity, quality, and efficiency through the use of AI.

Companies are beginning to ask more objective questions: Which tasks can be accelerated? Which decisions can be better informed? Which costs can be reduced? And which deliverables can be expanded through AI?

In this shift, AI is no longer confined to technology, data, or operations teams. It becomes part of the strategic agenda across multiple business functions, including marketing, sales, human resources, legal, customer service, finance, corporate learning, and product development. The ability to use AI to produce more, at higher quality and greater speed, is increasingly viewed as an organizational capability rather than solely a technical skill.

As a result, leaders are expected not only to implement tools but also to demonstrate measurable impact on business indicators such as response times, productivity per employee, reduced rework, customer satisfaction, and increased operational capacity.

3. Process Redesign Becomes More Important Than Individual Tools

The organizations achieving the greatest efficiency gains are not necessarily those offering the largest number of tools, but those capable of redesigning their workflows from end to end. Simply providing AI assistants, copilots, or platforms does not guarantee transformation when processes remain structured in the same way. Meaningful gains emerge when companies reconsider how work is performed, identify bottlenecks, eliminate unnecessary steps, and redefine the roles of people and AI at each stage of the operation.

The focus therefore moves beyond training employees to use specific tools and shifts toward reorganizing how work is carried out with AI. This requires a deeper approach involving process mapping, the reassessment of responsibilities, integration with existing systems, the definition of new performance indicators, and cultural change. Rather than viewing AI solely as an individual productivity resource, more mature companies treat it as a driver of organizational transformation.

4. Leaner Structures and Management Focused on Agent Orchestration

As AI advances and drives significant productivity gains, organizations are increasingly adopting leaner, more agile structures focused on value creation. As AI agents take on operational, analytical, and repetitive activities, companies become less dependent on operating models built around large numbers of people performing fragmented tasks and more reliant on teams capable of coordinating technology-enabled workflows.

In this context, the role of leadership is also evolving. Management is moving away from the direct supervision of tasks and toward the orchestration of human talent, AI agents, systems, and processes. Leaders increasingly act as architects of productivity, defining priorities, designing workflows, establishing quality standards, and ensuring that people and agents operate in an integrated manner.

5. Governance and Data Become Core Strategic Assets

With AI agents performing increasingly sensitive stages of work, issues such as trust, data quality, security, privacy, and governance are no longer secondary concerns or matters restricted to technical teams. They are becoming central to corporate strategy because they determine whether companies can scale the use of AI consistently, securely, and with tangible business impact.

Capturing value from AI depends directly on the quality of data, the clarity of processes, the definition of responsibilities, and the existence of effective control mechanisms. Without reliable, integrated, and well-governed data, AI is likely to reproduce inconsistencies, amplify risks, and generate unreliable decisions.

Trends for Tech Talent:

1. AI Fluency Becomes a Core Employability Skill

Knowing how to apply AI in the workplace is no longer a differentiator limited to highly technical professionals. It is becoming a fundamental employability skill. As the technology becomes increasingly integrated into corporate routines, professionals across different fields are expected to understand how to use AI to accelerate delivery, enhance analysis, support decision-making, and increase productivity.

The market will increasingly value professionals who can integrate AI into their own workflows responsibly, independently, and with critical judgment. This applies regardless of seniority level.



In this context, AI fluency means more than simply knowing how to use tools. It involves knowing how to write effective prompts, interpret outputs, verify information, adapt applications to the business context, and turn technology into tangible gains in productivity and quality.

2. The Most Valuable Professionals Know How to Work with AI Agents

As AI agents evolve, some activities that were previously performed manually are increasingly being carried out by systems capable of retrieving information, organizing data, generating analyses, producing content, automating processes, and supporting decision-making. Professional value therefore becomes less dependent on the repetitive execution of these tasks and more closely tied to the ability to coordinate, guide, and evaluate the work performed by agents.

In this environment, the most relevant professionals will be those capable of setting clear objectives, structuring workflows, assessing the quality of outputs, correcting deviations, and integrating AI-generated results with the organization’s actual needs. The goal is to increase productivity without wasting time, resources, or human potential on excessively manual, repetitive, or low-value processes.

3. Technical Knowledge Alone Is No Longer Enough

Technical expertise remains important, but it is no longer sufficient to differentiate professionals in a market increasingly shaped by AI. Knowing how to use specific tools, commands, or platform features is not enough. Demand is growing for talent capable of rethinking processes, solving complex problems, connecting different areas of the business, and applying AI strategically and at scale.

Professionals who combine technical expertise, business acumen, critical thinking, and adaptability are more likely to stand out.

4. Continuous Learning Becomes an Essential Part of Work and Professional Success

Learning is no longer limited to specific stages of a career. It becomes essential for maintaining relevance, performance, and growth potential. In a rapidly changing environment shaped by AI, automation, and the restructuring of business models, professionals must continuously update their knowledge, develop new skills, and adapt the way they work.

The World Economic Forum's Future of Jobs Report 2025 indicates that 39% of key skills are expected to change by 2030, underscoring the speed at which market demands are evolving.

This finding shows that competitiveness and professional growth will increasingly depend on the ability to learn, unlearn, and relearn over time. In this environment, companies and professionals must treat continuous development as part of everyday work, connecting education and hands-on practice with direct application to real-world challenges.

5. Distinctly Human Skills Become Increasingly Valuable

Skills such as judgment, creativity, communication, adaptability, empathy, critical thinking, and contextual understanding are taking on an even more strategic role.

Technology expands our capacity for execution, but it still depends on people who can interpret scenarios, make choices, navigate ambiguity, and make decisions while considering their human, organizational, and social impacts.

The talent of the future will combine human insight with AI-assisted productivity. This means using technology to expand one's capacity to deliver results without giving up sensitivity, critical judgment, or the ability to connect information with complex contexts.

Professionals who know how to integrate human and artificial intelligence will be better positioned to create value in dynamic environments. In this sense, human skills do not lose importance as AI advances; on the contrary, they become the distinguishing factor that enhances outcomes, improves decision-making, and ensures that technology is applied in a relevant, ethical, and strategic manner.

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

dio.me

Join our Ecosystem, and together, let’s transform the lives of 300 million people!

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS



Iglá Generoso,
CEO & Co-Founder
igla@dio.me



Guilherme Paranhos,
Head of Global Business Development
guilherme@dio.me



Victor Haruo,
Head of Ecosystem & Social Impact
victor@dio.me

IDENTIFICATION
> CODE YOUR GLOBAL FUTURE NOW
> FUTURISTIC DIO.ME
>0-9 NUMERICS

global workforce transformation

DIO ESG IMPACT REPORT 2025

Sixth Annual Report