

# Diversity and Inclusion Annual Report 2025

# Continuing our progress

As a company in over 20 countries and 50 cities, we know that embracing a diversity of cultures and thoughts is one of our strengths. Not only is it good for our company and our people, it enables us to truly partner with our clients, helping them to move faster, think bolder and deliver their goals.

Our strategy continues to focus on the five pillars we established in 2021: accountability, hiring, inclusivity, education and community. Since then we have continued to grow our support for working parents

and underrepresented talent through our Elevate program, provided key support on re-integrating after long-term leave, brought all of our people together for hard-hitting conversations as part of our Let's Talk series and more.

We are proud to embed diversity and inclusion across all of what we do, truly collaborating with our peers in all different locations, learning from each other and continuing to make a Valtech I am proud of.



Olivier Padiou  
Chief Executive Officer

# Embracing local nuance with global collaboration

As we have progressed on our diversity and inclusion journey since October 2021, we have reached many significant milestones along the way. From sharing our first annual diversity and inclusion report and mobilizing our global diversity and inclusion council with representatives from 20-plus locations, to forming our global sponsorship program, Elevate. We launched our global communities focusing on women and working parents, as well as our Menopause Café. We've been able to make truly impactful changes. It has been a journey we are proud of.

As a company with so much diversity across our people, countries and clients, our approach has always been to collaborate. This collaboration happens between our peers, across time zones, borders and regions, so we can all benefit from the knowledge that exists in all of our people, in different ways. With this collaboration, local action is key. Through tailoring global programs with local nuances, we've been able to continue to make headway, creating a strategy that has impacted and grown with our people.



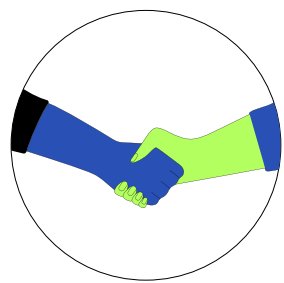
Sheree Atcheson  
Group Senior Vice President  
Diversity and Inclusion



# 5 pillars of diversity and inclusion

## Hiring

We ensure our hiring process reaches many types of people through tailored and equitable measures.



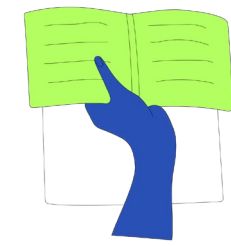
## Accountability

We are accountable for this strategy, sharing data, successes and lessons learned.



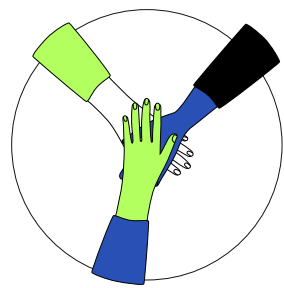
## Education

We prioritize education globally, through a bespoke Valtech diversity and inclusion learning path, with modules for leaders, teams and all Valtechies.



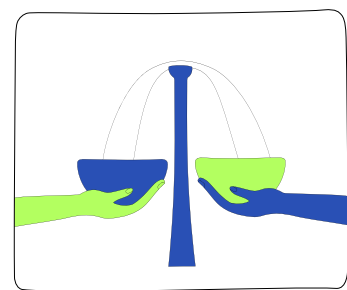
## Community

We collaborate, bringing Valtech together to share, dare and care, for everyone.



## Inclusivity

We create inclusive environments for everyone, focusing on equity and belonging.



2025 saw us continuing to embrace and embed our five-pillar strategy across all of our entities. We focused on global, regional and local action, enabling a nuanced and consistent approach.



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# Data at our core

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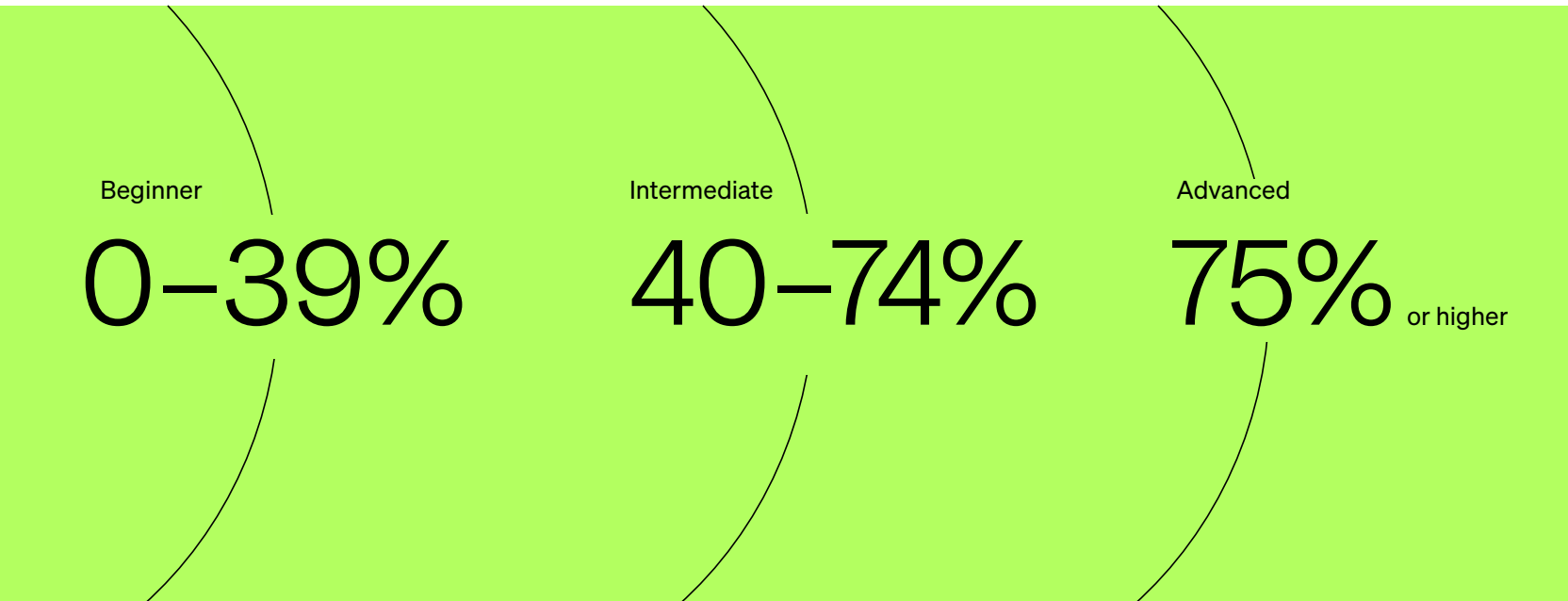
All of our initiatives are measured through data, enabling us to understand progress and recognize when we must pivot to different approaches.



# Our own maturity index

At Valtech, it's key for us to nurture and understand our growing maturity on diversity and inclusion.

This allows us to offer targeted support where it is most needed and to learn from one another as we grow together. The purpose of our diversity and inclusion maturity index is to provide all regions with an annual assessment of their progress in diversity. Each initiative or question is graded as beginner, intermediate or advanced. Using these answers, all regions are given a level, with scoring as follows:



This tool makes it easier to benchmark across regions and drive sustainable improvements. It allows us to support all our people and culture leaders to make progress on their own journeys while maintaining a consistent approach, the Valtech way. Now in its fourth year, the index continues to evolve. All entities and service lines respond to 100+ questions categorized under our five pillars.

These questions assess what has been implemented at the entity level through our five-pillar strategy. The index also reviews balanced representation data (where available) and examines entity-level employee engagement data to understand how Valtechies feel about their workplace.



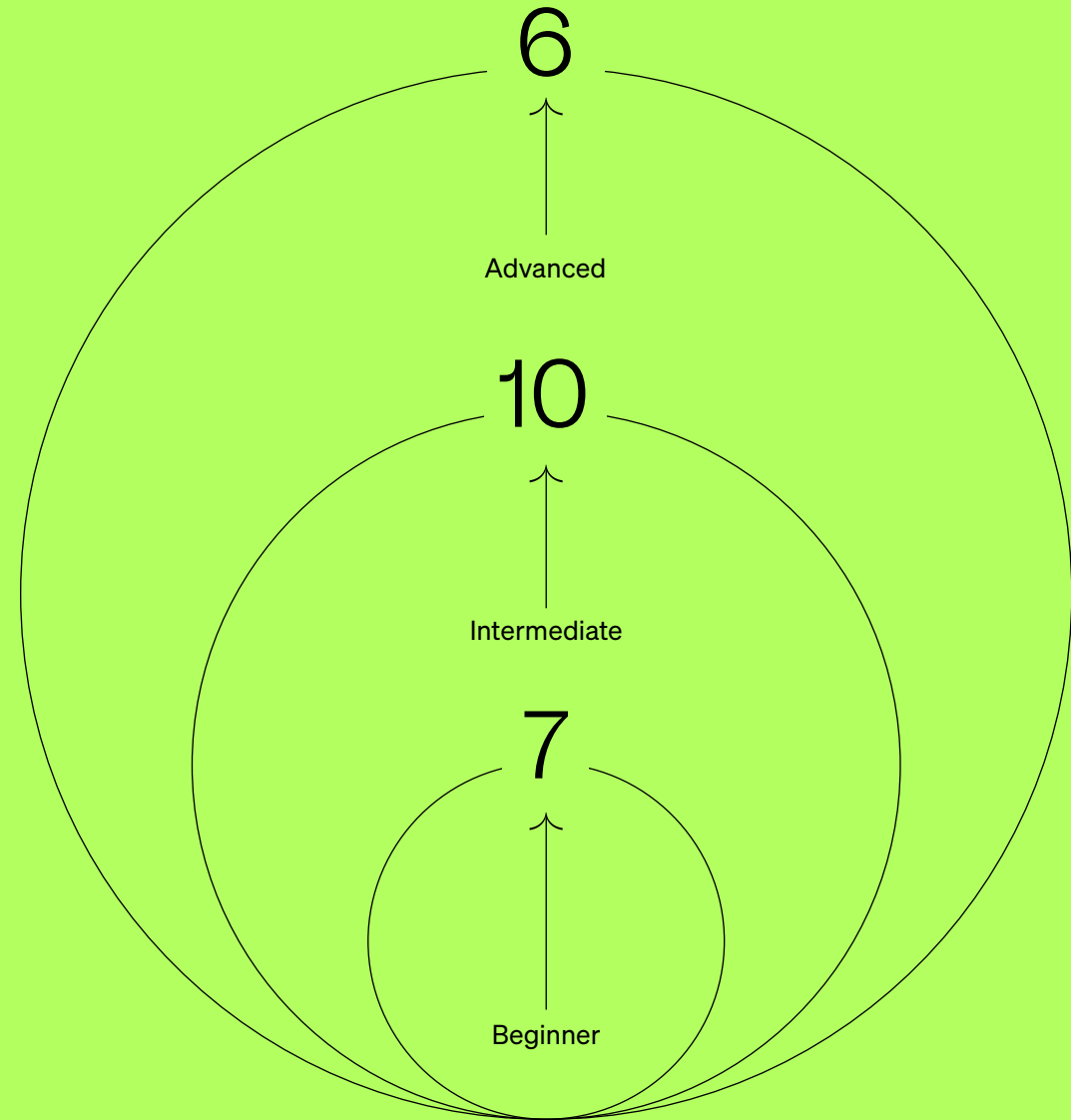
# Our Inclusion progress

Overall, each entity/service line at Valtech has approximately **35%** representation of women. We recognize that diversity is more than binary gender, and we are working to expand this data set.

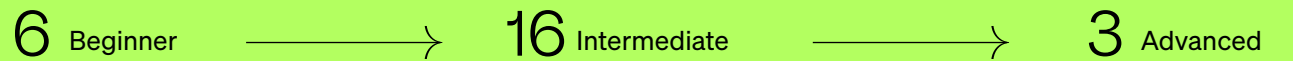
Every year, we introduce new questions based on the current climate, Valtech-specific priorities and other factors. As a result, maintaining the same score requires continuous effort and adaptation.

Of the 20 areas measured in 2025, which were also benchmarked in 2024, 60% of Valtech entities increased their diversity and inclusion maturity in 2025.

2025

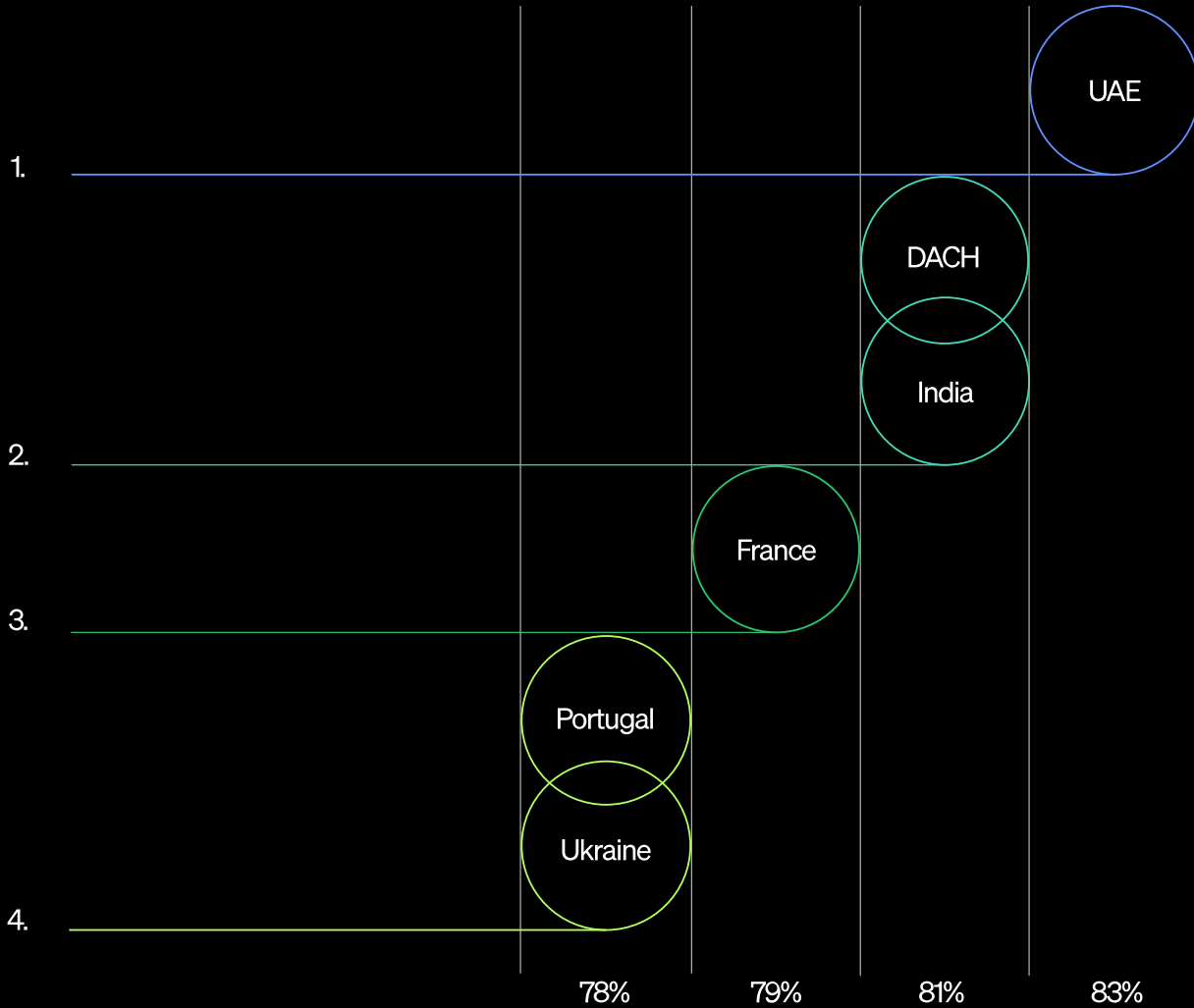


2024

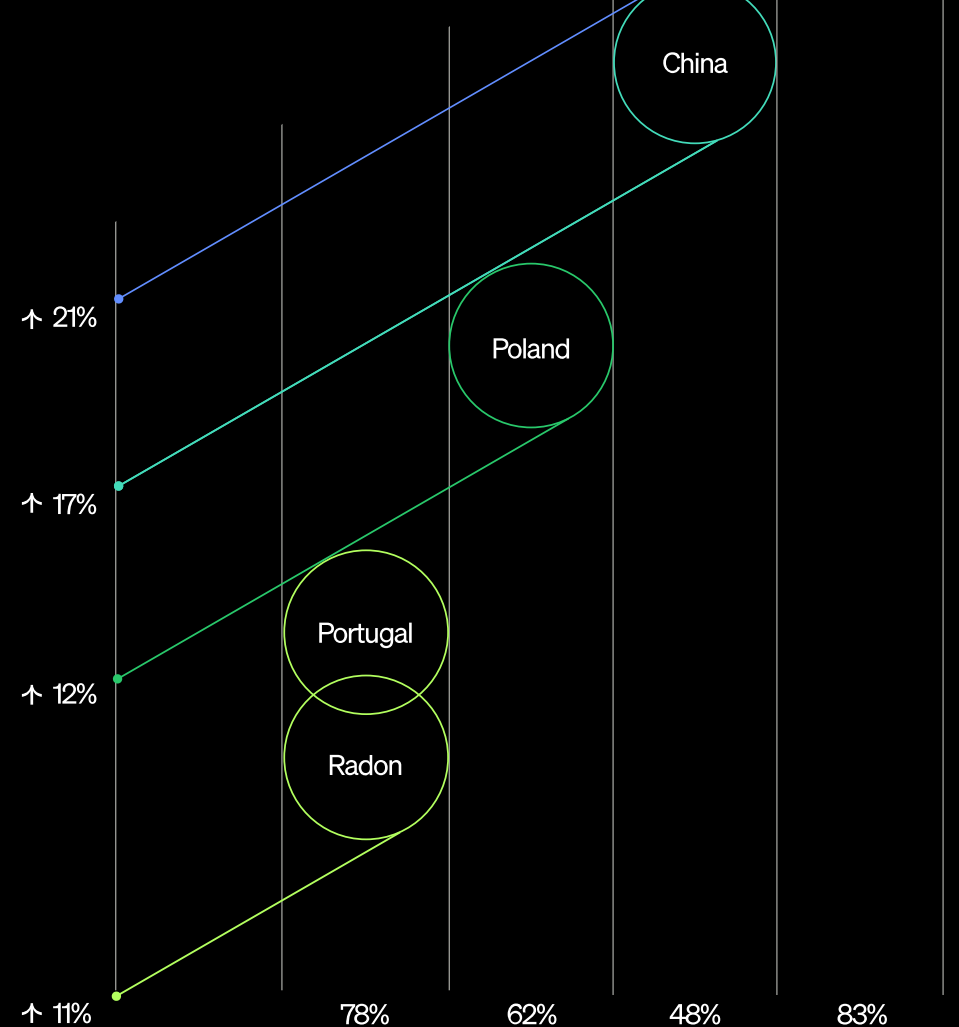




# Top Scores



# Most Improved





# Trends

## 01

APAC + MENA (+11%)  
has the greatest super-region  
improvements since '24.

## 02

The most popular pillar is  
Accountability, with an average of  
63% completion. The least popular  
is Education, with an average of  
49% completion.

Our Advanced entities have primarily focused  
on Education (89%) and Accountability (88%)  
pillars. Intermediate on Accountability (62%) and  
Inclusivity (59%). Beginner on Accountability  
and Hiring (both 44%).

## 03

85% of the Europe Delivery Hub, 75% of  
APMENA, 71% of Europe markets and  
67% of the Americas are Intermediate or  
Advanced level.

## 04

Switzerland is in the top 3 for four years  
running. India is in top 3 for three years  
running. France is in the top 3 for two  
years running.





# Hiring data

We can also see a correlation between our highest scoring entities/service lines in our maturity index and our percentage of women hires.

Per level, we see a greater percentage of women hires for Advanced levels.

# 39%

of all Valtech hires were women in 2025.

# +2%

increase since '24.



Beginner  
**36%**  
(+4% since '24)

Intermediate  
**39%**  
(+3% since '24)

Advanced  
**44%**  
(+4% since '24)





# How our people feel

## Engagement survey insights



At Valtech, we want to know how our people feel about diversity, inclusion and belonging. To do this, we conduct quarterly pulse surveys for all our employees, creating a psychologically safe and anonymous space for teams to share their feelings and provide regular feedback.

We chose this cadence to enable our teams to take meaningful action after each survey and evaluate the impact of these actions over time.

We began these surveys in January 2022, and since then we see our scores remain stable, with small increases and decreases between 0.1 and 0.3 throughout the years. We recognize that how our people feel fluctuates and changes, especially given local contexts. With this, we're proud to be able to keep a steady score in these core areas.

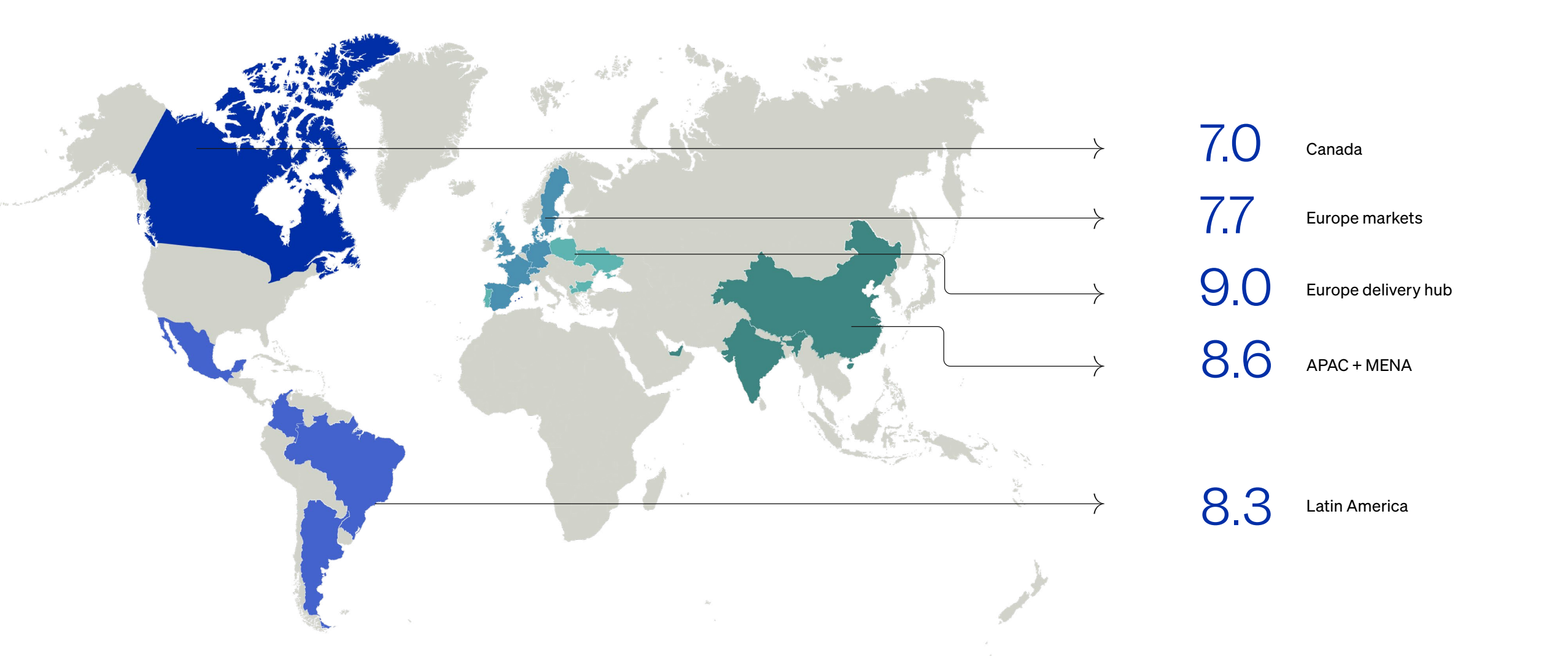


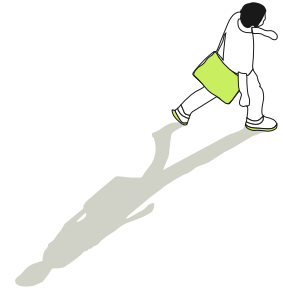
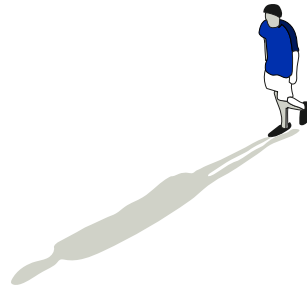
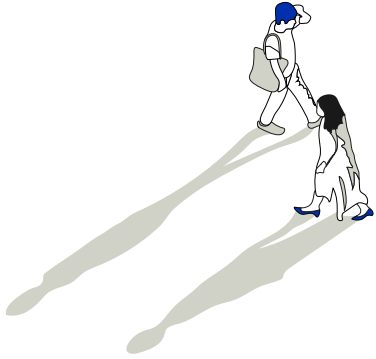
# Data

How Valtechies feel about diversity and inclusion overall:

# 8.0

remained same since beginning '25.





Valtech overall

Man

Woman

Non-binary

Genderfluid

Prefer to self-identify

Prefer not to say

### Diversity and Inclusion

"I'm satisfied with Valtech's efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)."

8.0

8.3

7.8

6.9

6.8

6.5

6.5

### Freedom of opinion

"At work, my opinions seem to be valued."  
"My manager cares about my opinions."

8.0

8.2

7.9

8.3

8.9

6.7

7.1

### Inclusiveness

"At Valtech, people of all backgrounds are accepted for who they are."

"I feel a sense of belonging at Valtech."

"I feel like I'm valued as a person at Valtech."

8.1

8.3

8.0

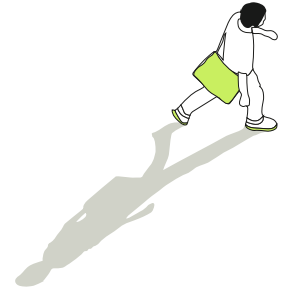
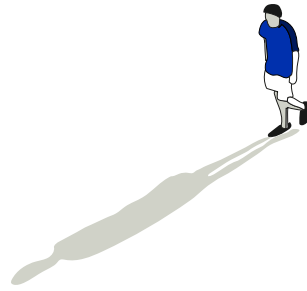
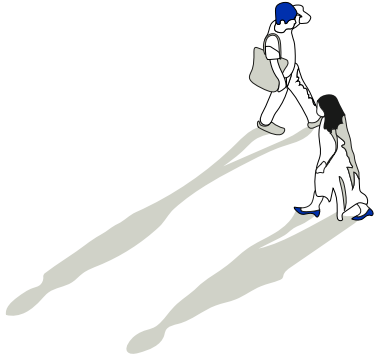
8.3








7.9

6.6

6.7





 Valtech overall  
  Man  
  Woman  
  Non-binary  
  Genderfluid  
  Prefer to self-identify  
  Prefer not to say

### Acceptance

“At Valtech, people of all backgrounds are accepted for who they are.”

8.7   8.9   8.5   8.6   8.0   7.2   7.5

### Management support

“My manager provides me with the support that I need to complete my work.”  
 “My manager communicates openly and honestly with me.”

8.4   8.5   8.4   9.3   8.7   8.1   7.6

### Autonomy

“I’m satisfied with the amount of flexibility in my work schedule.”

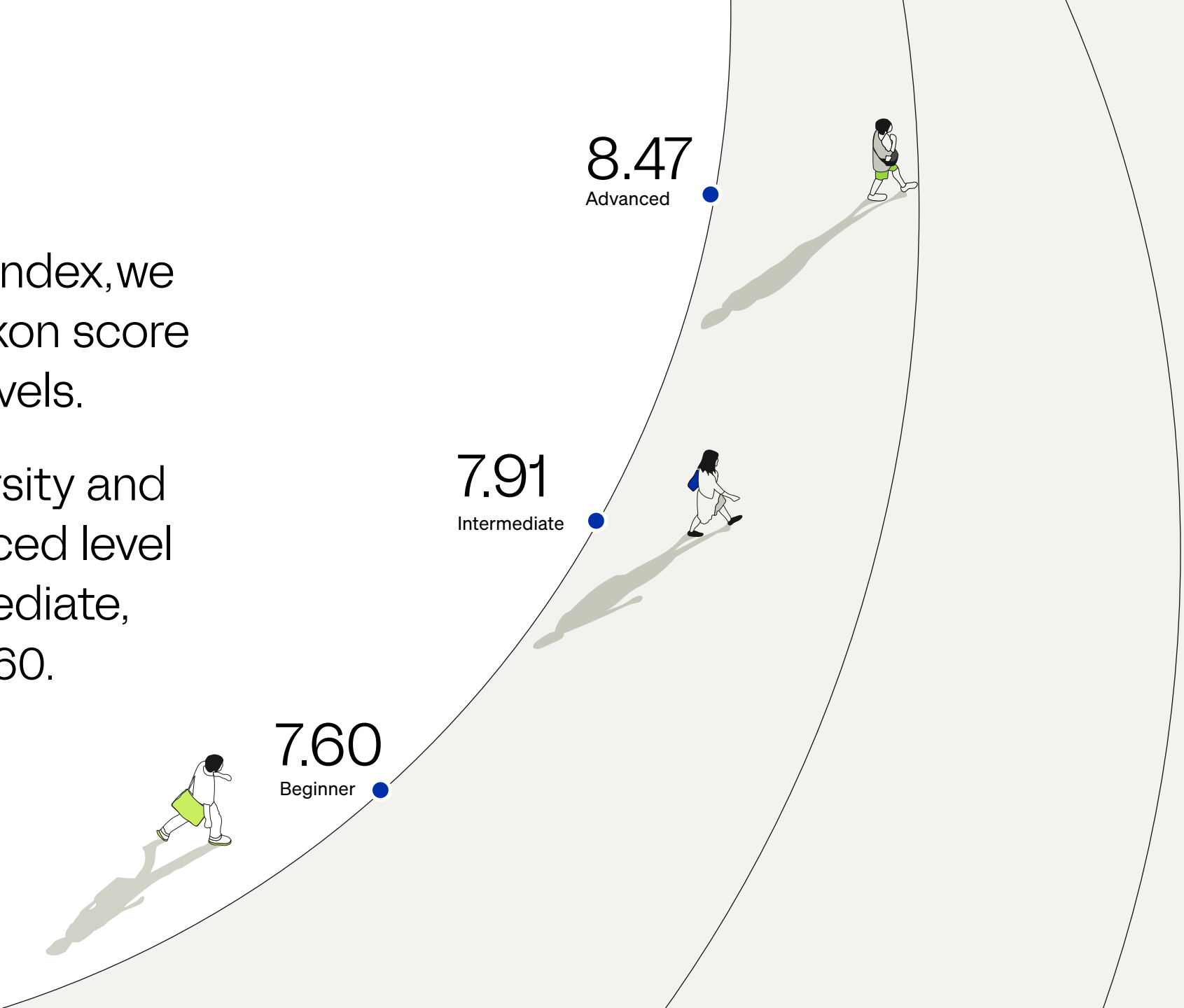
8.8   8.8   8.7   9.4   9.0   6.9   7.9





Per levels in our maturity index, we see a higher average Peakon score for the more Advanced levels.

The average Peakon diversity and inclusion score for Advanced level entities is 8.47. For Intermediate, this is 7.91 and Beginner 7.60.





# Our key focuses



Here are some of our key initiatives across our five pillars in 2025. These initiatives focus on fostering belonging, embracing diversity and creating environments for everyone to thrive.



# Hiring

## Embedded diversity and inclusion in our talent acquisition global approach

In the past year, we have spent time aligning all our regional and local teams to one talent acquisition approach to diversity and inclusion. This allows us to be consistent with our efforts and pivot as required.

We now have anonymous CV screening turned on at the hiring manager review stage. This means we remove all names, places of study, photos or any identifiable characteristics from CVs we receive to ensure we are reviewing solely on expertise and job fit.

We have also activated diversity and inclusion “nudges.” Nudges are timely reminders that help change behaviors by prompting employees to remember to engage in efforts that disrupt unconscious bias and promote inclusion. These non-intrusive nudges prompt employees to consider diversity in real time when writing job posts and making referrals. We have these turned on for when our teams are editing a job post description, when adding a referral and when configuring auto-reject or auto-advance application rules.

To ensure we are being fair and interviewing everyone consistently, we have also implemented our [Valtech Competency Hiring Matrix](#) across all jobs. This ensures our interviews capture feedback specifically on behaviors related to our values of Share, Dare and Care. These behaviors focus on collaboration, teamwork, leadership capability, empathy and more.


And lastly, we recognize that it’s best to capture feedback as soon as possible after interviews. That’s why we send feedback reminders one hour after an interview has been completed to obtain interviewer feedback as soon as possible. These reminders continue until the candidate scorecard is completed. We have also set a company goal that all feedback is captured within 48 hours.

Moving forward, our next focus will be on optional data collection, to understand workforce demographics. As we evolve, we are keen to always take a data-driven approach. To do this, we will focus in 2026 on providing an optional anonymous form for potential Valtechies to share their gender identity (and other options tailored per location) with us. We’ll share more on this in our next update.

We ensure our hiring process reaches many types of people through tailored and equitable measures.



# Dedicated training for our teams



Embracing diversity and fostering inclusion within our talent acquisition processes is a must-have. To aid our teams across the world in leading this important work, the Group Diversity and Inclusion team rolled out workshops focusing on best practices, dos and don'ts and with an open Q&A so that all our teams have the knowledge they need.

This is in tandem with our mandated inclusive interviewer training and our inclusive interviewing handbook, which focuses on providing lenses on neurodiversity, disability, non-native English speakers and more.



# Accountability →

We are accountable for this strategy, sharing data, successes and lessons learned.

## Embedding diversity and inclusion within our HR systems

Data is key for us. It guides our journeys and allows us to focus on data-driven, equity-focused decisions.

Throughout 2025, we have focused on implementing a global HR system, allowing us to hold all our people-related data in one place. This now means that data analysis in relation to diversity and inclusion is much more connected for us.

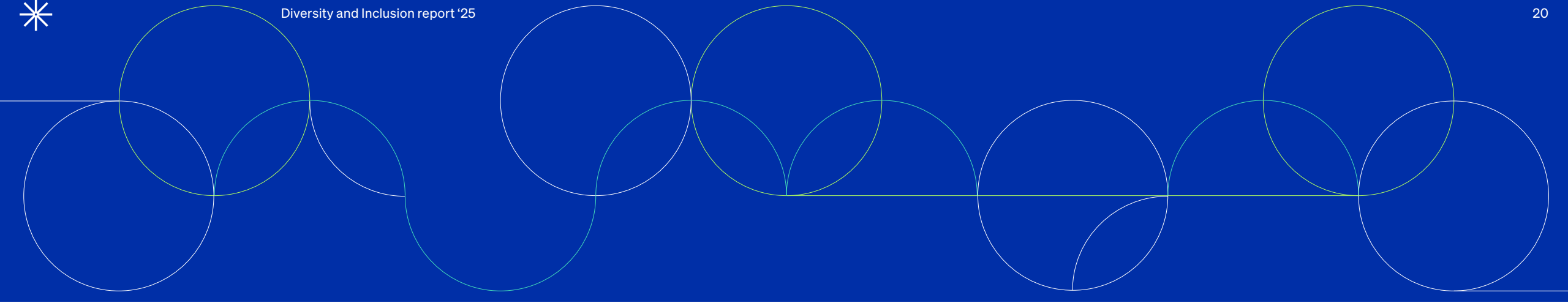
As part of this work, we define optional diversity and inclusion-related surveys per location, to capture information such as gender identity, ethnicity, socio-economic background, etc. These options and questions are tailored per location so that we really understand our employee makeup, keeping in mind societal, cultural and legislative differences.

## Inclusion by default in our performance culture roll-out

At Valtech, we are continuing to level up our approach to performance. For us, performance culture is built on our shared values and behaviors, everyday interactions, practices and tools that emphasize and support high levels of performance and growth. It's about creating an environment where we're all motivated, empowered and held accountable to do our best. Our vision is a unified culture of performance that supports our people to grow and innovate; driving collective success for the individual, team and Valtech.

As part of this work, we have ensured that diversity is embraced throughout this process creation and roll-out. We know that one of our strengths is that we have so much diversity within our teams, and that means a performance review process that recognizes differing perspectives and approaches as a positive.

To do this, each stage of our roll-out is a collaboration between the Talent Development team and the Group Diversity and Inclusion team. We capture the lens of inclusion from the beginning, challenging ourselves to see things from different perspectives that exist around us. We have also incorporated specific training for managers on tackling bias in their crucial role during performance reviews. Alongside this, a big part of this work is tying key behaviors to roles and levels at Valtech. This enables us to review people consistently and fairly. In these values, we've also included key behaviors such as cultural collaboration, inclusive leadership, active listening and more.



## Staying in the loop

To help all our Valtechies keep up to date and find any related diversity and inclusion content such as the latest figures, reports, strategy and how to get involved, we have created a new diversity and inclusion SharePoint site which is now our main contact point for all things diversity and inclusion. This helps us now connect regular diversity and inclusion updates to all of our people in a much more streamlined way.

## Local updates, regularly

Valtech is made up of 20-plus entities around the world. That means a lot of varying diversity and inclusion-related activities happening at different points of the year. At a group level, we provide quarterly global updates in our Town Halls and an annual diversity and inclusion report (like this one). This year, we have evolved our local communication methods. Now, we provide a template communication to all entities that wish to share an internal diversity and inclusion update. These updates focus on sharing executive commitment, their data across hiring and engagement, key initiatives and how their people can get involved. Through this, we've seen continued invigoration of local efforts and continued advancement on diversity and inclusion. We now also have several entities which share their own annual external diversity and inclusion reports, such as [France](#) and [Ukraine](#).

## Clarity on physical accessibility

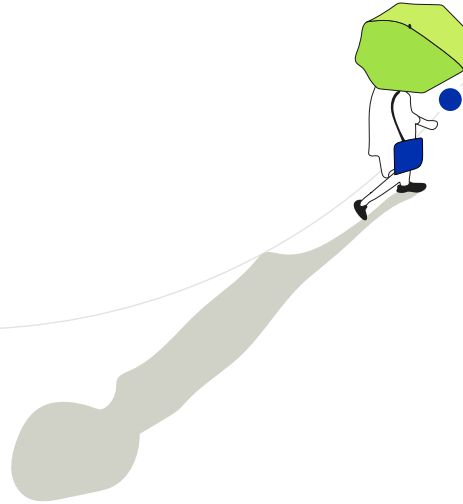
For physical accessibility, we launched our new guidance internally for all office moves to ensure that all new offices meet a required level of accessibility. This is so that everyone can do their best work in the most comfortable way.



# Inclusivity



We create inclusive environments for everyone, focusing on equity and belonging.



## Elevate at Valtech

In Valtech, equity is a core part of our diversity and inclusion strategy. That means we create environments, ensuring that everyone can succeed and meet their goals, whatever they may be.

Within Valtech, in most of our leadership teams, we have references across majority and underrepresented groups, depending on the focus per region (such as gender, gender within technology, ethnicity, non-native folks and so on). To change this, it's key we have a diverse array of potential leaders with sponsorship playing a vital role in supporting underrepresented talent.

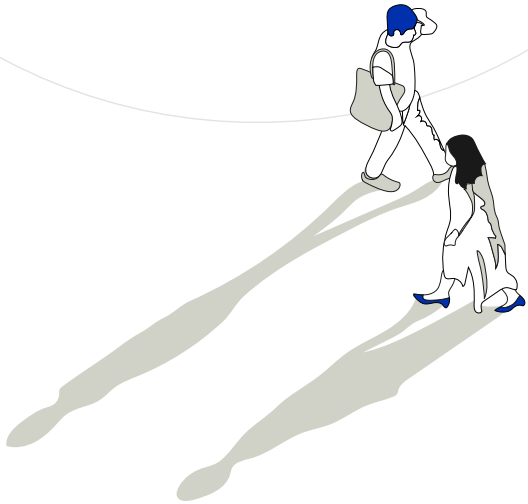
Previously named Accelerating into Leadership, our Elevate program's goal is to tap into the phenomenal talent from

underrepresented backgrounds we have in Valtech, nurture and grow them so they stay with us and become our future leaders.

In our fourth year of cohorts, we have more than 90 protégés from more than 19 countries around the world. These protégés all have dedicated time with a senior leader within their service line or vertical. They meet at least once a month for constructive feedback, advocacy and access to influential networks. They also join a global learning program called Elevate sessions, where they join sessions focused on building resilience in difficult times, embedding psychological safety, finding your network in a global company and more.



Here are a few of our pairings with how the programme has impacted them and their careers.



## Ruan Boaventura

Solution Engineer, Brazil

“The Elevate program has been truly inspiring. It helped me learn more about Valtech, leadership and myself. I realized how our work connects and creates synergy between teams, how important each of us is, and I even made a great new friend along the way. Today, I feel more prepared to be a leader and inspire others on their own journeys.”



## Anais Liu

Scrum Master, China

“Valtech’s Elevate program has been a truly transformative experience for me, turning potential into tangible growth and ambitions into actionable pathways. Central to this journey is the sponsorship model, which goes beyond traditional mentoring. My sponsor Ivan Jiao has not only guided me but also actively opened doors to high-impact business opportunities, elevated my visibility across teams, and helped me shape a clear and compelling career vision. In our regular

one-on-one sessions, we consistently focus on leveraging my strengths, maintaining a healthy work-life balance and identifying areas for growth. Moreover, the Elevate sessions on topics such as psychological safety and resilience have equipped me with foundational skills and a leadership mindset. These insights, reinforced by my sponsor’s ongoing support, have strengthened both my confidence and my clarity in stepping into my role as a future leader at Valtech.”

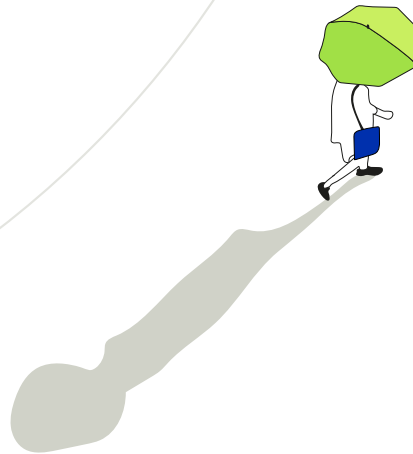
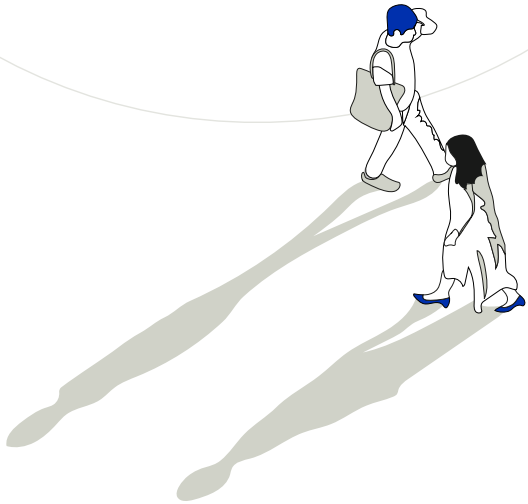
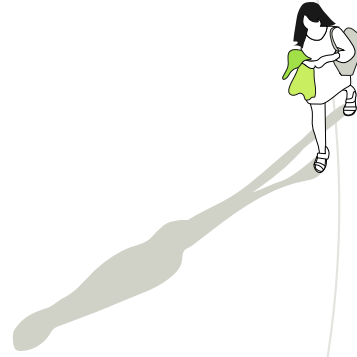


## Ivan Jiao

Vice President, Head of Operations and Delivery, China

“Being a sponsor has been an incredibly rewarding experience. Working with Anais has allowed me to witness her authentic passion for both her work and personal life. She is proactive, maintains a positive attitude, and possesses a natural curiosity. Our journey was never just about my guidance; it was a truly mutual exchange. While I helped her clarify her future vision, she, in turn, provided me with fresh perspectives and new ways of looking at challenges.”

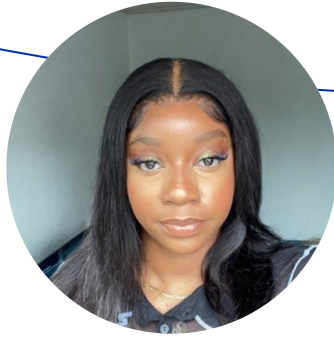




## Mark Ardito

Chief Technology Officer, Americas

“I was honored to take part in the Elevate program this year at Valtech. Throughout my career I have had many mentors that have helped shape my career and I love giving back and helping mentor others. I thought the program was a great experience and I got to meet new people at Valtech where our paths might not have crossed. My protégé was an amazing person and we built a great relationship where she was open to me pushing her into new directions for her growth. I’m glad I got the opportunity to participate and I look forward to participating in the future.”



## Britney Okhiria

Software Developer, UK

“I have learned a lot through the Elevate program. My sponsor Claire Curry has helped me build my professional confidence with her belief in my abilities and introduced me to leadership across areas of the business I have not been exposed to before. This has allowed me to build my network and gain insightful tips and advice that will help shape my career choices. She has encouraged me to chase

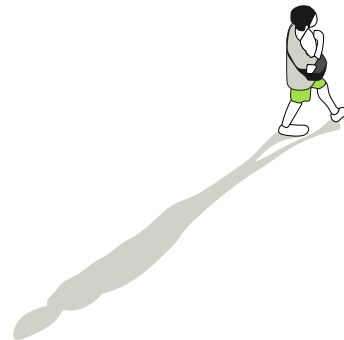
opportunities and not be afraid to reach out to people. Even though we come from different disciplines, she has shown me that soft/transferable skills are just as important as technical competency for a well-rounded engineer.”



## Claire Curry

VP of ISV Growth & Alliances, UK

“I was so privileged to be part of the Elevate program this year at Valtech! Throughout my career, I’ve been lucky to have amazing mentors and cheerleaders who’ve guided and inspired me, and I love being able to pay that forward. This program gave me the chance to mentor and coach an incredible woman in tech, a talented developer, Britney, who was eager to grow and try new things. Watching her confidence grow and seeing her take on new challenges was such a rewarding experience. I’m really grateful for the experience and can’t wait to be part of it again in the future!”





## David DeCheser

Global Chief Creative Officer, North America

“Mentorship is one of those rare opportunities to pause, connect and exchange perspectives that elevate both people involved. Working with Katerina through Valtech’s Elevate program was exactly that. Our conversations explored her career journey, her future ambitions, as well as talking about the work. The work! With the pace of our day-to-day it’s always great to take the time to step back and really talk about the work.”

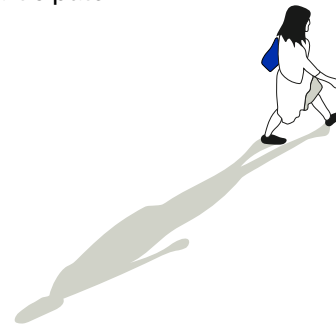
It was inspiring to see how she’s been on the forefront of leveraging AI to accelerate time to intelligence, impacting both the trust built with clients and elevating the design. I’m always grateful for the opportunity to connect with our design and strategy leaders and participate in programs like Elevate.”

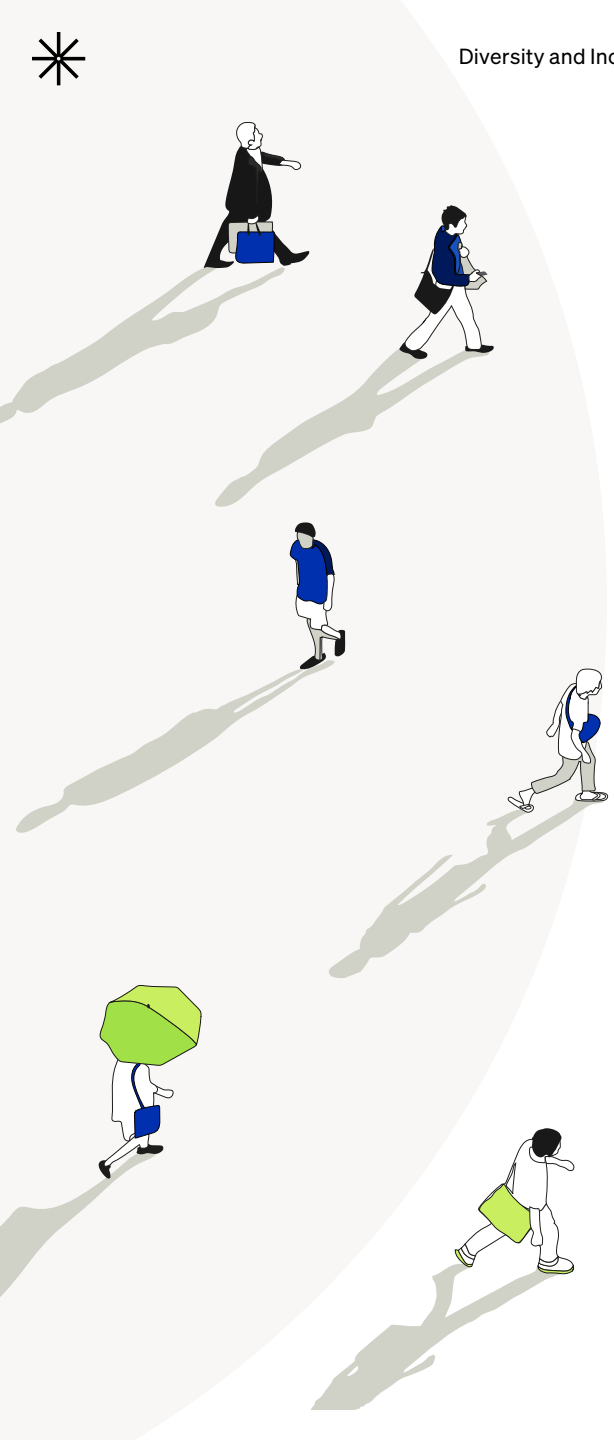


## Katerina Nishan

Associate Creative Director, UK

“Elevate gave me a clearer and more realistic view of how advancement happens within the company. It reinforced that career growth relies not only on performance, but also on visibility, sponsorship and relationships. I’m grateful to David for his openness, perspective, and generosity with his time, especially given his demanding schedule. The experience highlighted that programs like Elevate have real impact when the wider environment also enables people to progress.”





## Group-level guidance on key processes

In 2024, our people told us, through our engagement surveys, that inclusion and knowing what help or support was available was key. It's what mattered to them. Previously, this guidance had all sat locally. In 2025, the Group Diversity and Inclusion team in collaboration

with the Group Legal and Compliance team defined key priorities of support-related guidelines to create globally, leading to further consistency across all countries. These will be rolled out in 2026.

## Reintegration guidelines

This focuses on supporting those who are on extended leave coming back into Valtech. This typically affects those who are on parental leave, or extended sick leave. This guideline focuses on providing information on key steps to take before, during

and after going on leave (for the employee, the line manager and any relevant leadership member). It also includes a thorough handover template to ensure everyone is on the same page before and after the leave takes place.

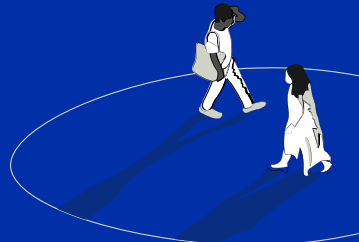
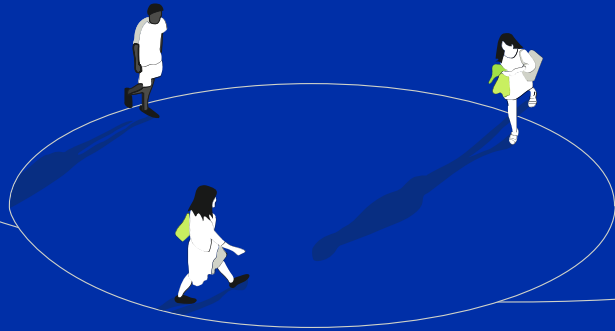
## Mental health guidelines

This focuses on supporting those who seek support with mental health. This guideline focuses on providing information on prioritizing work-life balance, mental health monitoring for

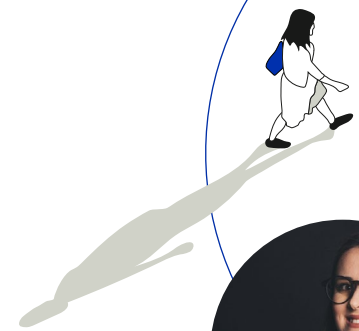
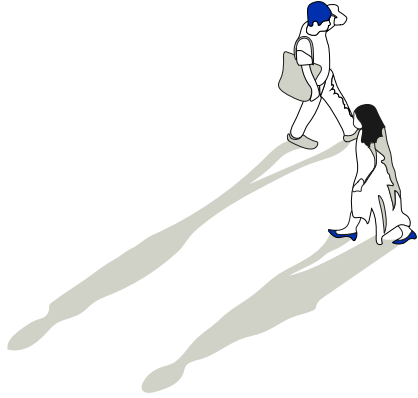
our People and Culture teams, ensuring access to support and the role of all employees and managers in creating an open and supportive environment for everyone.



# Community



We foster a culture of collaboration where we come together to Share, Dare and Care for one another. Our focus on community unites Valtechies, enabling us to celebrate, learn and find inspiration in the diversity of our unique cultures.



# Belonging Groups



At Valtech, we believe that belonging and inclusion are at the core of everything we do. That's why we have our Global Belonging Groups, which focus on Women and Allies, Working Parents and Caregivers and our Menopause Café and Allies. These communities are led by our own people and, over the past two years, have hosted more than

10 events, including discussions on topics such as the gender health gap, childhood without smartphones, navigating menopause and much more. These groups are open to all employees and serve as a great way to meet colleagues from around the world, foster understanding and celebrate the diversity that strengthens our workplace culture.

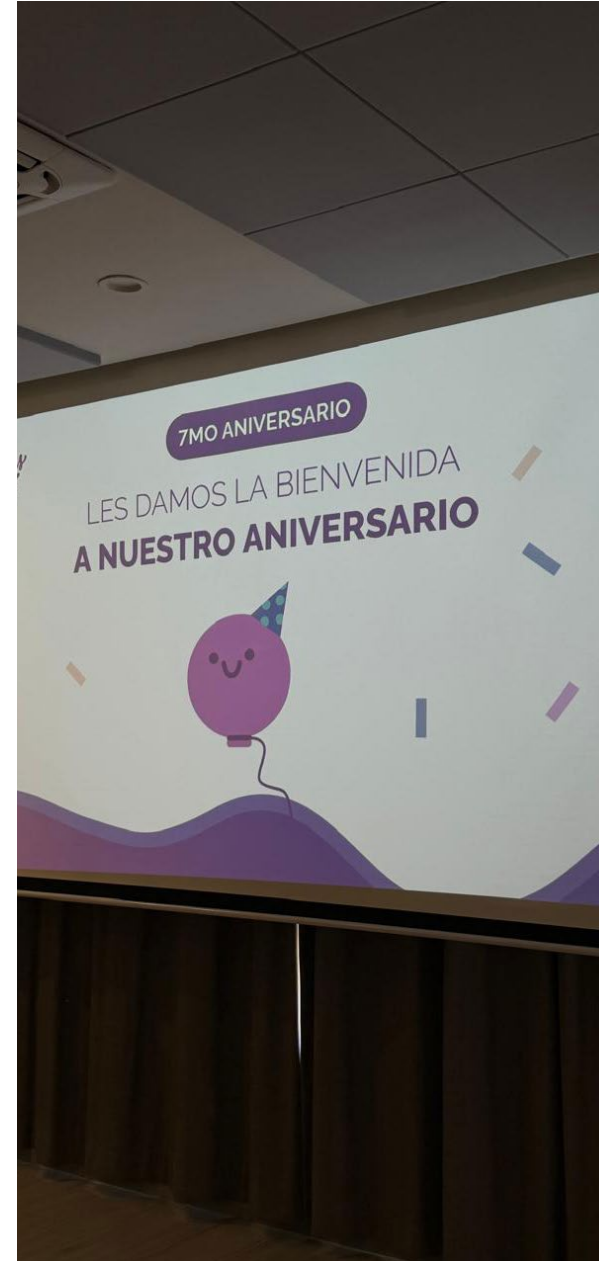


Alongside our belonging groups, we've partnered with different groups focused on supporting underrepresented groups. Women Techmakers and Valtech France hosted an evening that explored technology through a new lens: where AI met creativity, ethics and human impact. Participants engaged in bold ideas, meaningful decisions, and inspiring talks from experts in shaping the future of digital innovation.





In Argentina, Valtech sponsored +Mujeres en UX for their end-of-year summit. The organization is formed by women who work in UX. Members came together for a day of inspiring talks, keynote speakers and roundtables on accessibility and inclusivity.





# Let's Talk

## series



In 2025, we continued to focus on the value of the Let's Talk series, a platform for employees, industry experts and internal and external speakers to share their insights. These sessions offer opportunities for reflection and learning around global and local awareness days, as well as key topics and trends in diversity and inclusion.

Throughout the year, we hosted five sessions covering International Women's Day, Global Accessibility Awareness Day, Mental Health Awareness Month (commemorated globally for the first time), Pride Month and International Men's Day. These events are open to all of our people, and are a way for all of us to come together, finding community in each other.

Within our European and Latin American offices, we also expanded our efforts to support underrepresented communities by partnering with diverse suppliers for catering and events. This included women-owned businesses for watch party catering in the UK, LGBTQIA+ owned businesses for Pride events across France, the DACH region and our LATAM offices.



## International Women's Day

March 2025

During March, under this year's theme, IWD: Accelerating Action, we welcomed Gina Chiang. We explored Gina's remarkable career journey, her process of finding her own leadership style, and how she has navigated various obstacles — even now as an aspiring tennis player.

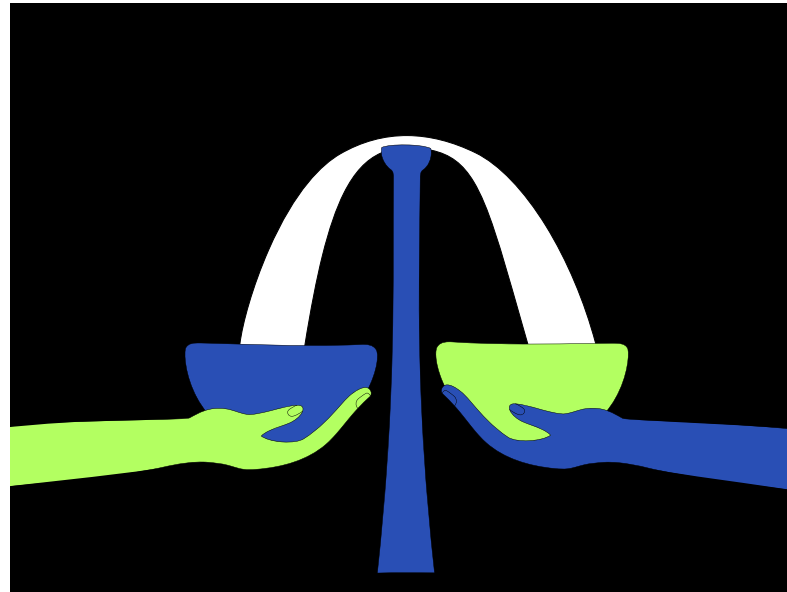


Gina Chiang

## Global Accessibility Awareness Day

May 2025

For Global Accessibility Awareness Day, we hosted an engaging panel discussion celebrating accessibility. The conversation focused on legislation such as the European Accessibility Act and its relevance across roles including frontend, content and QA.



## Mental Health Awareness Month

May 2025

For Mental Health Awareness Month, we marked the occasion for the first time. Sofia, our Group Diversity and Inclusion Lead, shared a personal story titled "Mental Health Has Many Faces," highlighting that mental health struggles can affect anyone. It doesn't look or sound one way, and it doesn't impact only one kind of person.



Sofia de la Colina

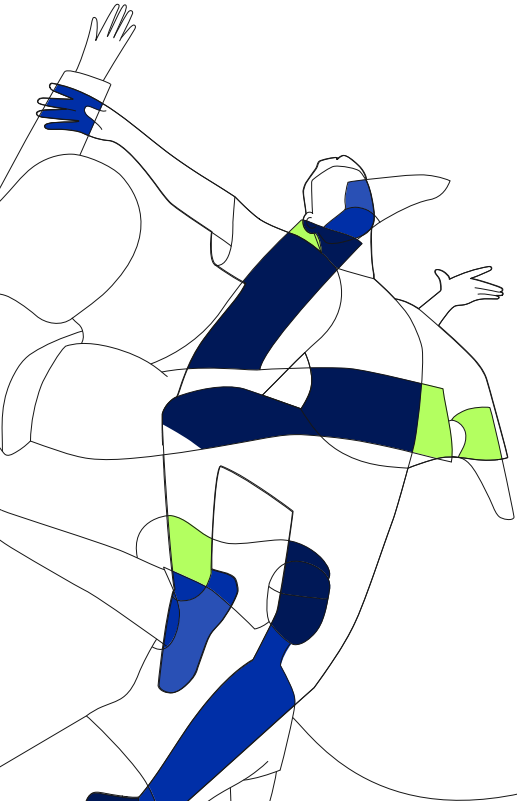


# Pride Month

June 2025

To commemorate Pride Month this year, we chose the theme Unbreakable Pride and hosted an insightful panel discussion with employees from Latin America, Germany, Switzerland and

the UK. They shared their experiences, the nuances of Pride in different parts of the world, and what Pride means to them.



Elliot Fortune

# International Men's Day

November 2025

During November, we shone a light on a topic that isn't often discussed: men's mental health and well-being. We invited four panelists from across the globe, representing Ukraine, Brazil and India, to share their insights.

The session offered a powerful space for reflection and encouraged all our employees to continue breaking the stigma around men's mental health.



Ashish Thomas



Arturas Kvederis



Fernando Campos



# tech\_Girl

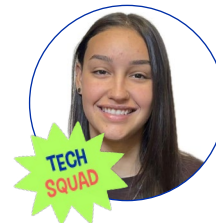
## From tech\_Girl participant to young apprentice at Valtech - Isabelle's story

Our commitment to tech\_Girl, our flagship global program, continues to grow. The initiative has introduced more than 1,300 girls from over 16 countries to programming and technology careers through engaging, hands-on workshops.

By welcoming participants into our offices, we help them develop foundational programming skills such as Scratch and HTML, while connecting with inspiring role models who are shaping the future of tech.



Participating in tech\_Girl changed a lot for me. It was there that I began to look at technology through different eyes. I became curious, wanting to understand how everything worked and I realized how much I enjoyed this. After, I felt even more motivated to keep learning and, especially, to enter the industry — that's when my desire to become a young apprentice at Valtech was born. Today, being at Valtech as part of the QA team, I'm learning every day and surrounded by people who support and inspire me. All of this has made me even more certain that I'm on the right path in technology.



Isabelle Bertman



1,300+ girls impacted by our tech\_Girl initiative



# Group Diversity and Inclusion Council

Now five years strong and composed of 24 dedicated members, the Valtech Group Diversity and Inclusion Council brings together colleagues from a wide range of roles and levels of seniority across the globe. United by the mission of accelerating local and regional inclusion efforts, the council supports the growth of local diversity and inclusion councils, partners with people and culture teams to contribute to the development of policies tailored to each entity's priorities and champions events that celebrate local identity while ensuring alignment with our global strategy.

The council convenes every two months for a one-hour session with our Group Senior Vice President of Diversity and Inclusion to review upcoming initiatives, offer strategic feedback before implementation and share fresh ideas informed by their regions and lived experiences. This year, we proudly expanded the council's representation, welcoming new members from Kosovo, Colombia, Canada, Bulgaria, China and Singapore.

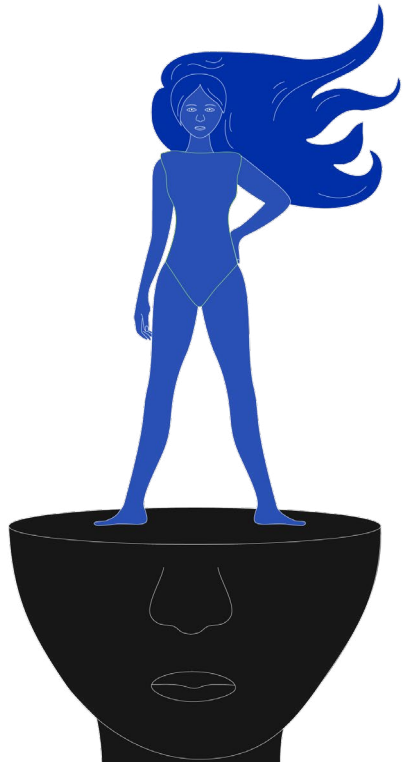




# Changing the narrative on menopause

Continuing our work on supporting our people who are experiencing different stages of menopause, we have created and launched our next Let's Learn module. This training is to help awareness and understanding of menopause in the workplace. This training takes participants through:

- What menopause is
- Menopause by numbers
- Common myths
- Real-life experiences
- How to support colleagues



One of our Menopause Café leads, Ankhelitza, shared:



Our Menopause Café aims to create a safe space for employees, where we can share experiences, ask questions and support one another without judgment. These spaces aren't just nice to have — they're essential steps in ensuring menopause is treated with the same level of consideration as any other stage of life. Let's keep these conversations going. The more we talk about menopause, the less stigma there is.



**Ankhelitza Burkitt**  
Regional Capacity Manager,  
Menopause Café Lead

Celeste, another lead, added her perspective on breaking the stigma around menopause:



With the information I've gained and the journey I've been on, menopause to me now means opportunity. I'm taking care of myself, asking for what I need, and realizing that I can handle the challenges — just like with motherhood, puberty and all the other stages of a woman's life. I know I can cope.



**Celeste Soto**  
Project Manager,  
Menopause Café Lead



# Our work around the world

1.

Embracing cultural diversity

2.

Giving back to local communities

3.

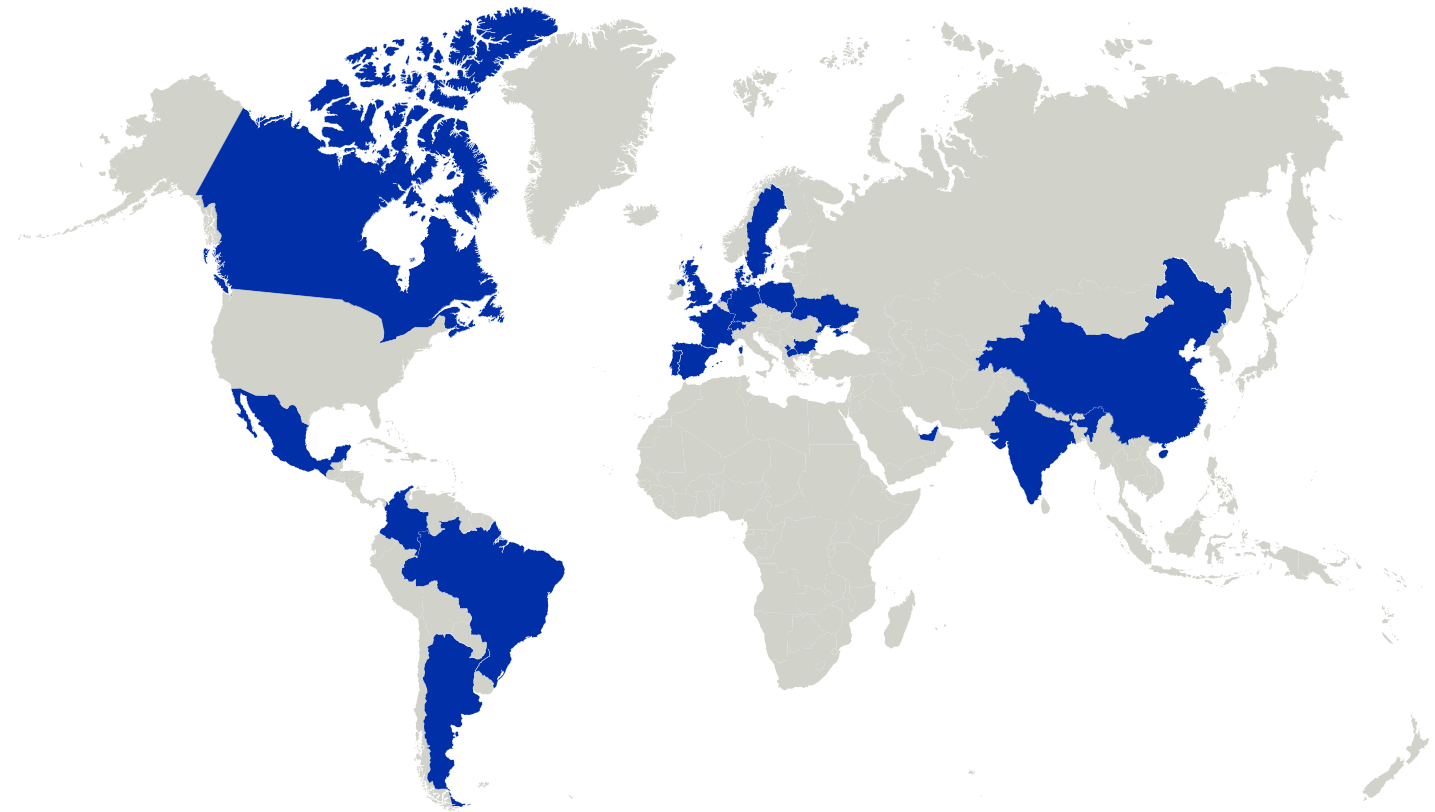
Advancing digital accessibility

4.

Supporting working parents

At Valtech, we are lucky enough to have a community that spans 20+ countries and 50+ cities. Each country and city has its own diversity and nuance.

Throughout 2025, we have had many inspirational and impactful stories. Each has made a difference in its own way. Here, we share a selection of initiatives from across the globe, organized into four key themes.





# Embracing cultural diversity

Cultural diversity is a big part of who we are at Valtech. We are a multinational, global organization, formed of blended teams from all over the world. This approach enables us to provide the best, well-rounded solutions for our clients, alongside giving each of us the opportunity to learn from someone else who we may never have interacted with otherwise.

## Creating a cultural awareness strategy

At group-level, we have focused on truly understanding what “cultural awareness” means to all of our people — across diversity and inclusion-related, People and Culture, Growth, Delivery and leadership roles. Diversity brings different perspectives and we spent several months understanding what this vast area meant to our people, so we could develop a strategy which answers to it.

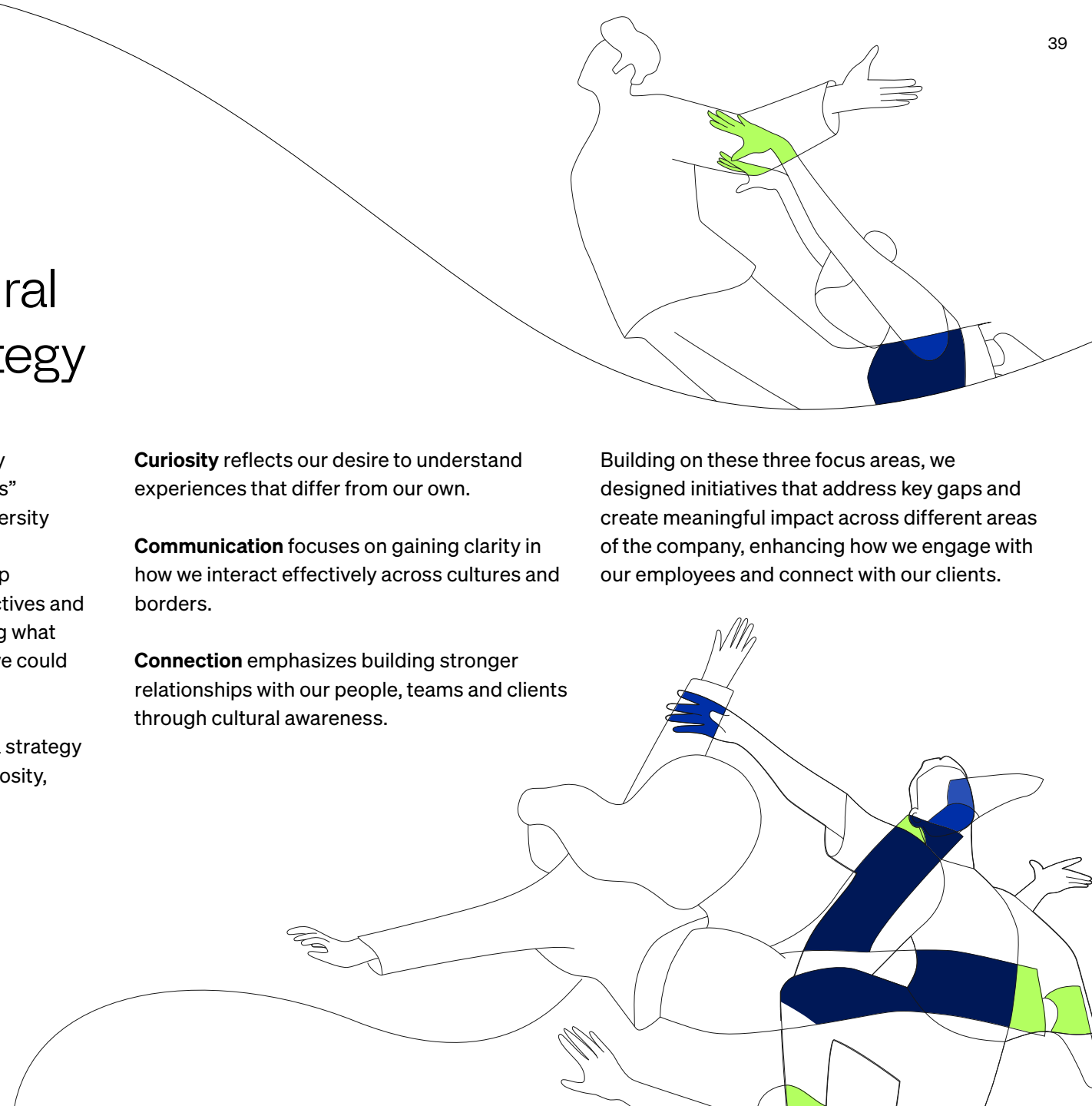
Through this discovery, we developed a strategy centered around three key themes: curiosity, communication and connection.

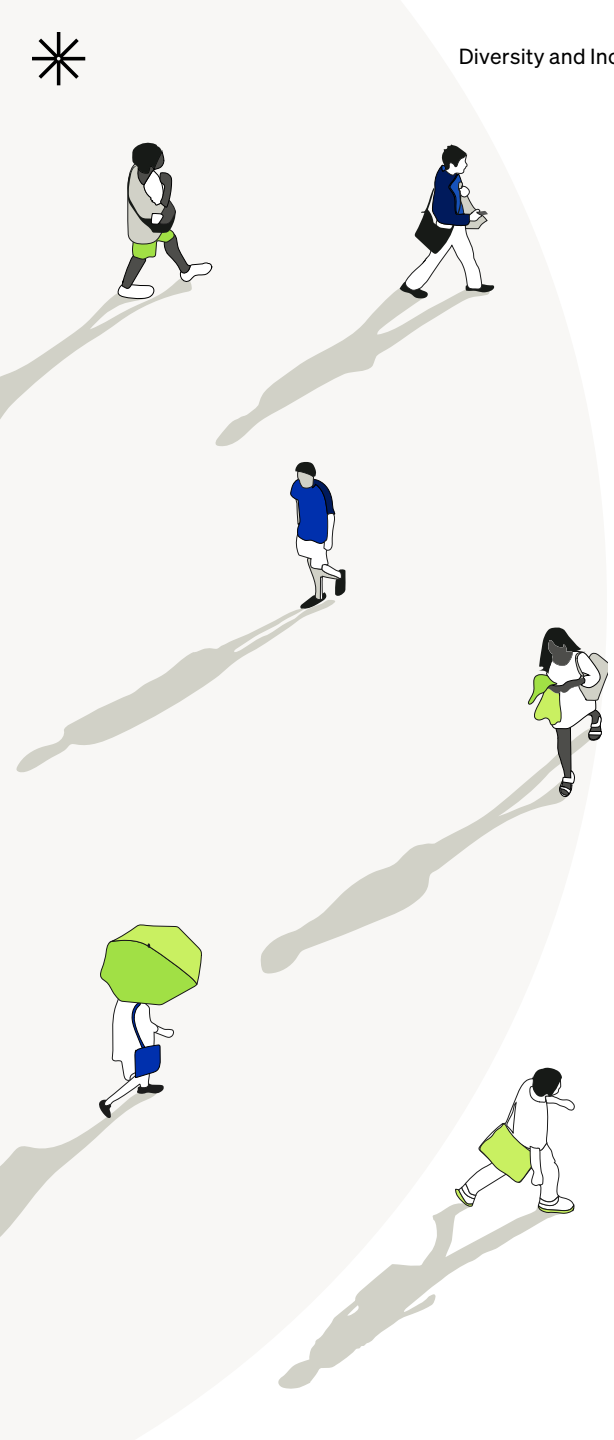
**Curiosity** reflects our desire to understand experiences that differ from our own.

**Communication** focuses on gaining clarity in how we interact effectively across cultures and borders.

**Connection** emphasizes building stronger relationships with our people, teams and clients through cultural awareness.

Building on these three focus areas, we designed initiatives that address key gaps and create meaningful impact across different areas of the company, enhancing how we engage with our employees and connect with our clients.





## Leveling up our cultural awareness

As part of our Group focus on cultural awareness, we created dedicated training on this important topic. This training is to help participants understand, appreciate and navigate cultural differences to collaborate more effectively and create an inclusive workplace.

It takes our people through:

- Why cultural awareness training is important
- Definitions of culture and cultural awareness
- Erin Meyer's Eight Scale model
- Valtech community stories, with Valtechies around the world sharing how a blend of cultures has impacted them
- Top tips on embracing cultural diversity

## Embracing cultures across the world

Around the world, our teams have been focusing on bringing together all of the cultures within their offices.

In **DACH**, all leadership team members are participating in a "Building bridges" learning path, which focuses on transcultural communication and leadership. Leaders will partake in three workshops across a 12-month period, focusing on the fundamentals of

transcultural communication, leadership in cultural diversity and dealing with conflicts and solution strategies in cultural-related misunderstandings.

Food was a big way our teams came together through cultures. In the **UK**, we celebrated South Asian Heritage Month. Observed annually from July 18 to August 17, it's a time to celebrate and commemorate the rich cultures, histories

and communities of South Asia. The month aims to deepen understanding of South Asian cultures, particularly their strong ties to the UK, and to highlight their significant contributions to British life. We know one of the best ways to get to know about culture is through food. So, to celebrate, we had an array of South Asian snacks in all our offices, alongside information on the origin and background of each of the treats.



In **France**, the team celebrated International Food Day through their first edition of Taste of Home, bringing together many participants who contributed dishes from a wide range of origins. France was represented, including specific regional specialties from Corsica, Aveyron, Normandy, Brazil, Georgia, Lebanon, Algeria, Tunisia and many more. The event was a true celebration of our diversity. Colleagues proudly introduced their dishes, shared stories about their traditions, and invited others to discover new tastes.



In **MENA**, the team fed their “Heads and Bellies.” Every month, a member of the MENA team gets the chance to share something personal — a story, a cultural experience, a new skill, or a challenge they’ve overcome. During MENA’s dedicated Diversity and Inclusion Month, Hassan, a Senior Designer, took us through his inspiring career journey — from humble beginnings to navigating life’s ups and downs — reminding us that everything happens for a reason. His story was an honest reflection on perseverance, gratitude, and how resilience shapes who we become.

In **MENA and India**, the team held different potlucks, where people brought in a dish that represented their home countries, to share with each other.

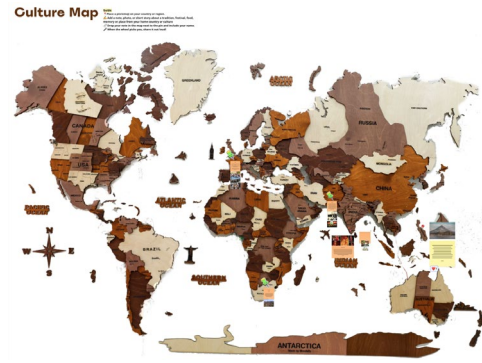


In **Colombia**, the team celebrated Independence Day with a plethora of beautiful food, and best of all, childhood games to connect everyone and share traditions.





Alongside this, in **MENA**, to further bring people together, the team created a Cultural Wall online, which became a vibrant collage of photos, traditions, and stories from around the world — showcasing the beauty of our global team and the cultures that make us who we are.



In **France** and **India**, the team celebrated Holi with lots of wonderful food, colors and dancing, bringing together all of our people for this joyous occasion.



Ramadan was celebrated in **France** and **Kosovo**, marking the end of this important time for Muslim colleagues with a special meal to bring everyone together. France celebrated with a breakfast.

To celebrate the end of Ramadan in Kosovo, we hosted an Iftar gathering for all employees. We began by breaking the fast with dates and water, followed by a delicious, shared meal featuring traditional dishes. It was a meaningful evening filled with connection and reflection.





Another important occasion was the Lantern Festival in **China**, to mark the last year of the New Year. To celebrate, we had a lion dance team by the rhythmic beating of drums and gongs, creating a lively and festive atmosphere. The lion, a symbol of power and good fortune in Chinese culture, is believed to bring blessings and drive away evil spirits.

A highlight of the event is the Cai Qing ceremony, where the lion “eats” lettuce (known as “Shengcai” in Chinese). Here, they received a red envelope from our APMENA MD, Patrick de Moustier, as a token of gratitude to the lion

dance team and also represent the transfer of good fortune and blessings.

This event is not just a performance but a cultural ritual deeply rooted in Chinese traditions. It embodies the community’s wishes for a prosperous year ahead, filled with good luck and happiness.

In **Singapore**, to welcome our Chinese colleagues, we celebrated the Mooncake festival. This traditional celebration is widely observed across Asia and usually falls in September or October. It’s all about family reunion, gratitude, and harmony.

People mark the occasion by sharing mooncakes, lighting lanterns, and admiring the full moon, which symbolizes unity and good fortune. For us, it was a lovely opportunity to show appreciation to our colleagues and partners.





It's no surprise that with cultural diversity comes diversity of languages. At Valtech, so many of our people are multilingual, speaking in several different languages throughout the day.

As part of our work in bringing North America and Latin America together, the team has created Programa Puentes (which means bridge in Spanish). This is a Spanish learning program in North America for colleagues to learn Spanish, focusing on vocabulary and conversations to help bring all our people together.

In addition to this, the Americas celebrate LatinX Heritage Month together. This month celebrates the diversity, cultural traditions and languages across all of Latin America. To bring this to life, the team has had weekly discussions focused on sharing favorite LatinX quotes or sayings, favorite places to visit in the region and more.

Happy LatinX Heritage Month! 🥳

Today, September 15th, is the first day of LatinX Heritage Month lasting until October 15th. It is a time to celebrate the histories, cultures, and contributions of people in the United States whose ancestors came from Spain, Mexico, the Caribbean and Central and South America. It was created to honor the rich diversity and influence of LatinX communities, beginning in 1968 as a week-long observance before being expanded to a month in 1988. This year, we're excited to celebrate alongside our LATAM coworkers as well, recognizing and learning from the vibrant cultures and shared heritage that connect us across the Americas.

As part of our celebration, we'll be sharing weekly prompts throughout LatinX Heritage Month to hear stories directly from you. These prompts are a chance to connect, learn from one another, and highlight the diverse experience that make up our community. For our first week, we'd love to hear about your favorite travel story in Latin America or your dream destination in the region, with photo(s). Tell us where you went (or would love to go) and why it's meaningful to you.

Story from one of our DEI leaders Sofia de la Colina:

This August, I had the incredible opportunity to visit Ushuaia, Tierra del Fuego, in Argentina—quite literally the end of the world! It was an unforgettable trip with my partner. The weather was cold, of course, but we were lucky to have just enough snow to go skiing. I had skied before, but it was my partner's first time. Returning to skiing after about nine years reminded me of the saying: it's like riding a bike—you never forget because it's stored in a special kind of memory. Gliding down those snowy slopes together, surrounded by breathtaking landscapes, made this trip truly unforgettable.



Vitoria Carmo 22 Sept • @1

Latinx Heritage Month: Wisdom in Words

Across Latinx cultures, sayings and proverbs, known as *dichos* or *refranes*, carry wisdom, humor, and lessons passed down through generations. These short phrases often reflect shared values, daily life, and cultural traditions.

For example, Ariel Sturdivant favorite saying is "*Camarón que se duerme se lo lleva la corriente*" ("The shrimp that falls asleep is swept away by the current") reminds us to stay alert and proactive, and not to let the world pass you by. Other popular refranes highlight resilience, community, family ties, and finding joy in life's challenges.

During Latinx Heritage Month, we celebrate not just the food, music, and traditions, but also the words that shape identity and keep culture alive.

- 👉 We'd love to hear from you: What's your favorite Latinx saying or quote?
- 👉 Does it have a special meaning for you, or a lesson you live by?

Sharing these sayings helps us preserve language, culture, and the wisdom carried through generations.

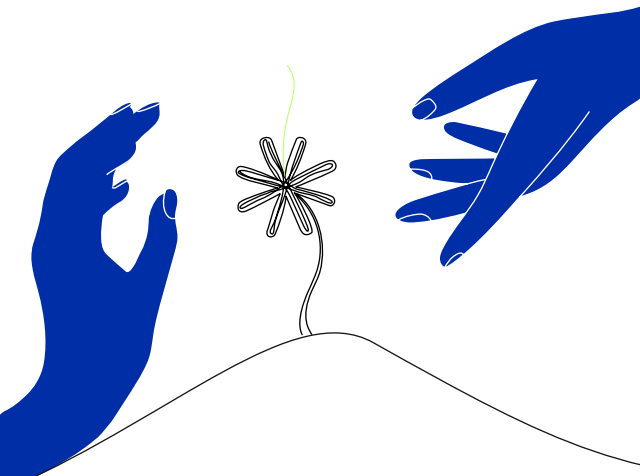
In Portugal, the team celebrated carnival. Carnival has been celebrated in Portugal since the 15th Century and remains an important cultural tradition that brings people together through music, costumes, and joy. To celebrate, people brought homemade sweets to share, the team held a party and we had a competition for the most original, the most traditional mask, and the best customized mask. Portugal have also recognized how important food is to everyone and have hosted a "food around the world" party where dedicated dishes from the different nationalities in the office are showcased.





# Giving back to local communities

Giving back is a big part of our team's focus around the world. Each year, our local teams work in different ways with communities to make a difference in the local landscape, in ways that truly answer the need in their location.



In **France**, the team has undertaken a number of impactful activities. They sponsored the Sine Qua Non Run, which is organized to combat sexist and sexual violence against women. They also made donations to Fondation des Femmes which also works to support women and their children who suffer domestic violence. To help children undergoing medical treatment, they donated to 93'or d'enfants. Alongside these activities, the team has also partaken in Pink October, which aims to shine a light on breast cancer, and similarly Movember, which aims to open the conversation on men's mental health, suicide, prostate cancer and testicular cancer.

In **Latin America**, we had a range of activities to truly help those from underprivileged backgrounds. In Colombia, Valtechies partnered with Fundacion Cardio Infantil, and created 52 kits of pajamas and personal care supplies for kids going through heart condition surgery.



In **MENA**, the team is supporting Donate Your Own Device — an initiative that helps provide access to technology for students and communities in need.



In **Singapore**, the team has volunteered with the Red Cross, raising funds for its humanitarian programs through the annual Bazaar sales event.



In **Ukraine**, the team has now shared their very first dedicated corporate social responsibility report, showcasing the breadth of their impact – from supporting veterans and their families, protecting the environment, strengthening communities, and prioritizing employee well-being.

The team also partnered with Good Bread for Good People, where we provide bread in our offices from the social enterprise which supports those with mental disabilities into work.

In **India**, as part of their dedicated corporate social responsibility, the team built a veterinary hospital to help support families who required healthcare for their pets and animals.

In **Argentina**, we joined a campaign against the cold and winter months with Fundacion Casa Grande, where we made a donation of clothing for the winter season for those in need.

In **Mexico**, we collected non-perishable food supplies for the Asociación Mexicana de Ayuda a Niños con Cáncer, a charity dedicated to supporting children with cancer.



In **North America**, our Charlotte office has partnered with two local artists who run nonprofits in the city. We have opened our space up to them for workshops and internal meetings. This quarter our goal is to have the first artist showcase in our space.

Across our offices in the Americas, the teams organized a holiday drive as part of Giving Back month in December. Each location partnered with local nonprofit organizations to provide personalized gifts for children during the end-of-year and holiday season. Teams also gathered to wrap the gifts together as a meaningful way to close the year.





# Youth outreach played a big part of our efforts across the world too.

In **North Macedonia**, we collaborated with Heidelberg Faculty of Skopje, where students study at the university and work at Valtech simultaneously for real-world experience.



In **Manchester**, we welcomed students from UCEN Manchester's graphic design and branding course to help expose these students to real-world knowledge and scenarios. This partnership has existed for over 10 years and we are proud to have supported over 200

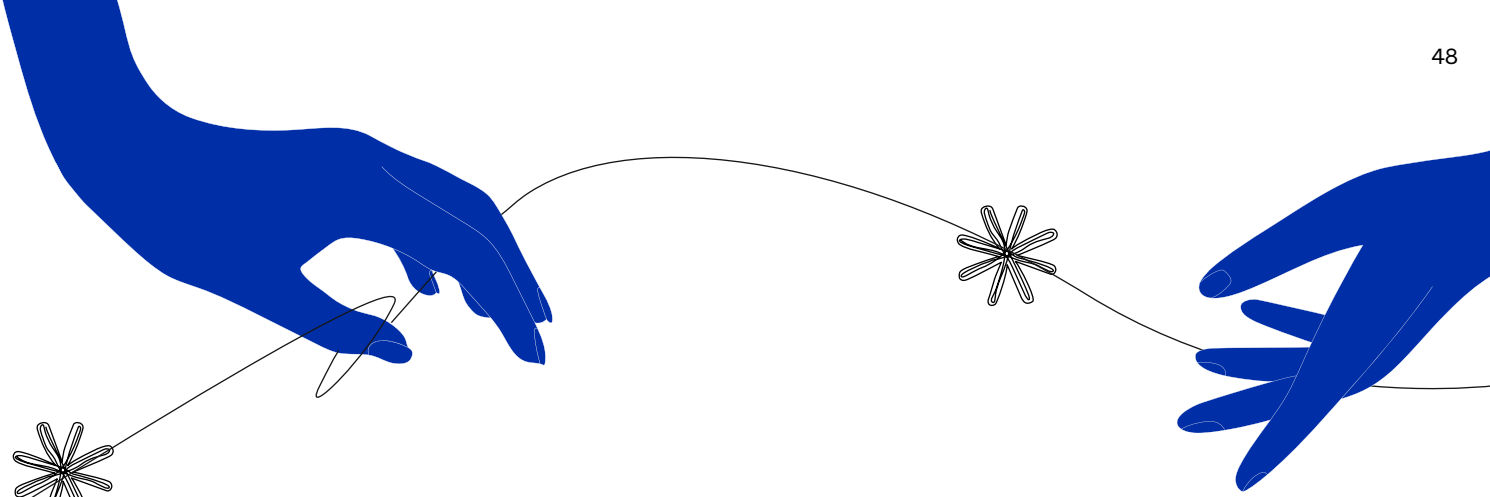
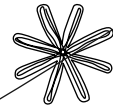
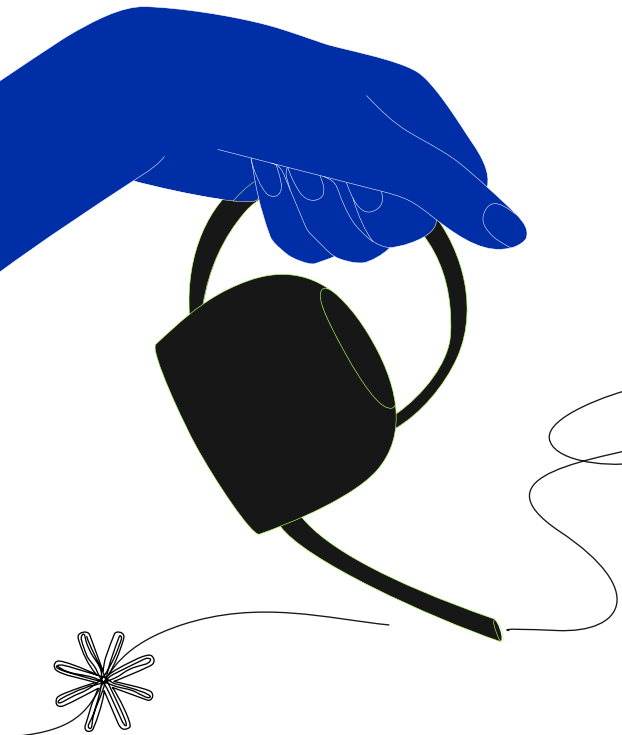


students. Beyond workshops, we've hosted design critiques, portfolio reviews and, soon, mentorship opportunities. We've informed course leaders on current trends and industry expectations, which in turn has helped shape their curriculum for the better.



In **Ukraine**, the team continued their partnership with Veteran Hub, and held a Tech Youth event in Kyiv and Vinnytsia. These kids' parents are serving, or are veterans, so they had the chance to explore coding and working in tech with our team.





In **Argentina**, we have continued to partner with Fundación Pescar, a nonprofit civil society organization founded in 2003. Its main goal is to train individuals facing socioeconomic challenges to help them enter the job market. To support these young people, we offer free mentoring and training programs, impacting more than 80 participants so far.

In **Brazil**, we continued our collaboration with the government's social program to support students and recent graduates from the suburbs of São Paulo and Florianópolis. Many of these young people have limited access to formal job opportunities. Through this initiative, we have impacted over 50 young people.





# Advancing digital accessibility

As a digital services company, digital accessibility is incredibly important to us. We want all of our solutions to reach all different kinds of people, ensuring that they can experience them in the best way for them.

Within the UK, we held a dedicated watch party for Axecon, a dedicated conference to exploring the rapidly evolving digital accessibility space. In Sweden, we marked Global Accessibility Week with an array of activities including key talks on embedding accessibility by default and why it creates better solutions in SEO.



We also attended the International Association of Accessibility Professionals' European Accessibility Act conference to help share and take back best practices for our teams in growth and delivery.



This year, we've made global accessibility insights a priority.



# Advancing digital accessibility

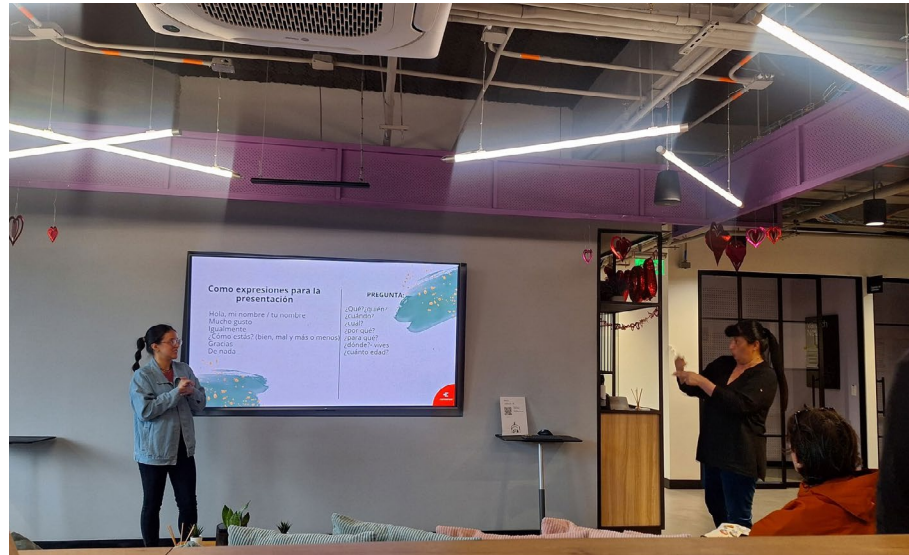
To mark it globally, we held an energizing panel of Valtechies from around the world who shared how they have embedded accessibility in their different crafts such as frontend, QA and design. And in Denmark, the team kicked off a regular series dedicated to getting the conversation going on accessibility, especially on a project level.

Lastly, in Lisbon, as part of their Tech & Saints week, the team dedicated a core theme to accessibility. They ran a number of sessions focused on awareness and education, through the intersection of technology, culture, and inclusion — not just in words, but through real, hands-on learning.

We were proud to host a very special session with João Azevedo, a teacher of students with special needs, specialized in working with the visually impaired. In his session, he guided us through assisting and orienting visually impaired individuals, provided an introduction to braille and its key role in accessibility and shared real-life stories from his own experiences in inclusive education.

To celebrate International Sign Language Day (Sept. 23), the Colombia Community Group ran an awareness campaign on the inclusion of deaf people, culminating in a Colombian Sign Language workshop. Taught by deaf teacher Laura López, the event brought together 22 participants (in-person and remote), who learned basic greetings and communication barriers.

Additionally, the team also explored accessibility best practices in the session Craft Circles United: Making the Web Inclusive: Accessibility in Action.





# Supporting working parents

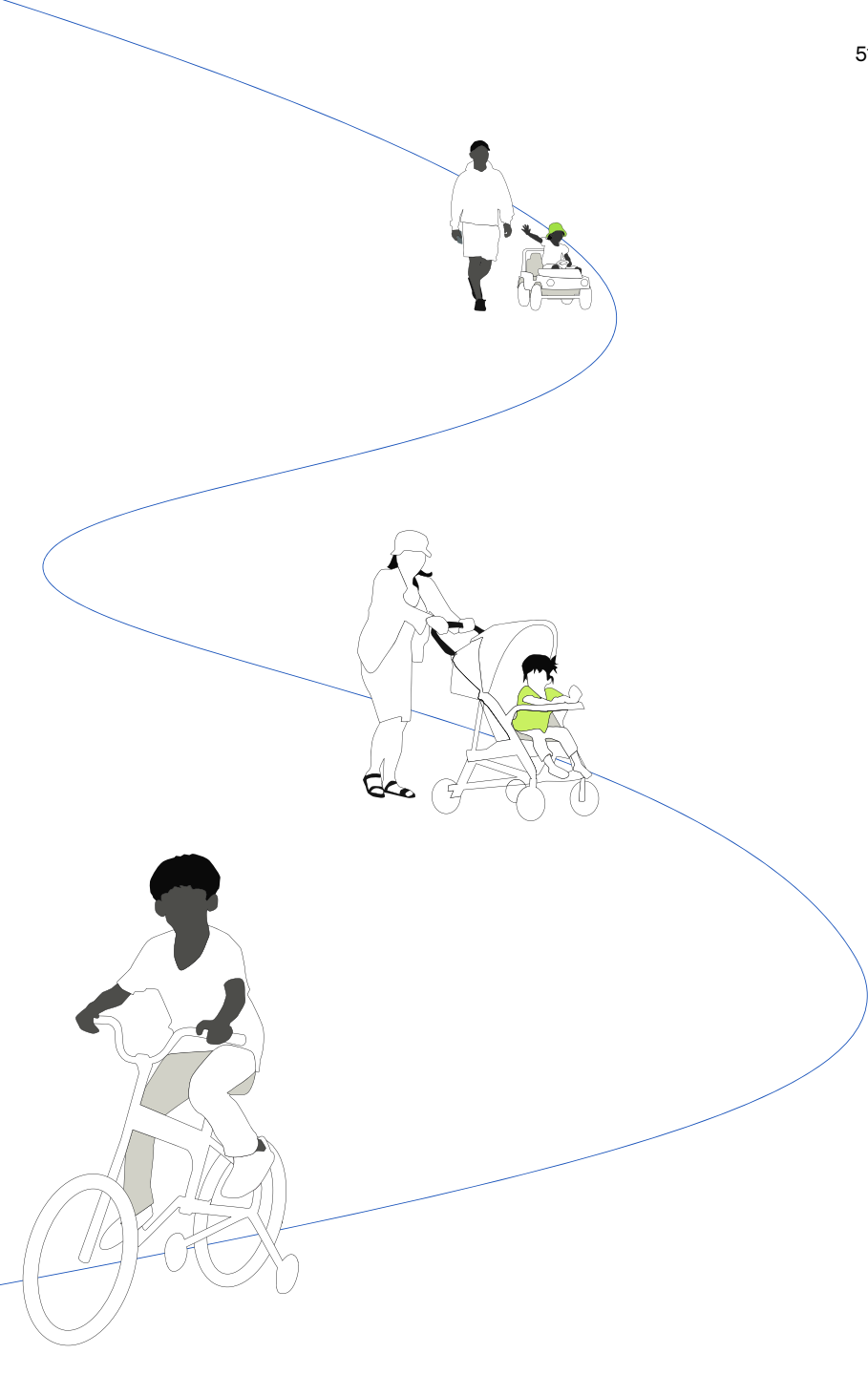
Working parents are significantly represented in our workforce and this year, we focused on supporting this important group with some key initiatives globally and locally. We launched our global Working Parents + Caregivers belonging group this year and have started to bring together this vibrant and diverse community across borders. Casper Rasmussen, our Chief Transformation Officer and Working Parents group executive sponsor said:



Being a father to my kids and a husband to my wife is the most important thing to me. In this community, there is a sense of camaraderie and belonging — we can all share how we find that balance between life and work, celebrate the good times and support each other in the tough times. I'm really happy to sponsor this community at our executive level.

Casper Ramussen

Chief Transformation Officer





# In our community, our Valtech parents have been introducing themselves, sharing all the different sides of parenting, finding belonging among their peers.

Ayoola Olatunde 28/04 13:49 Edited

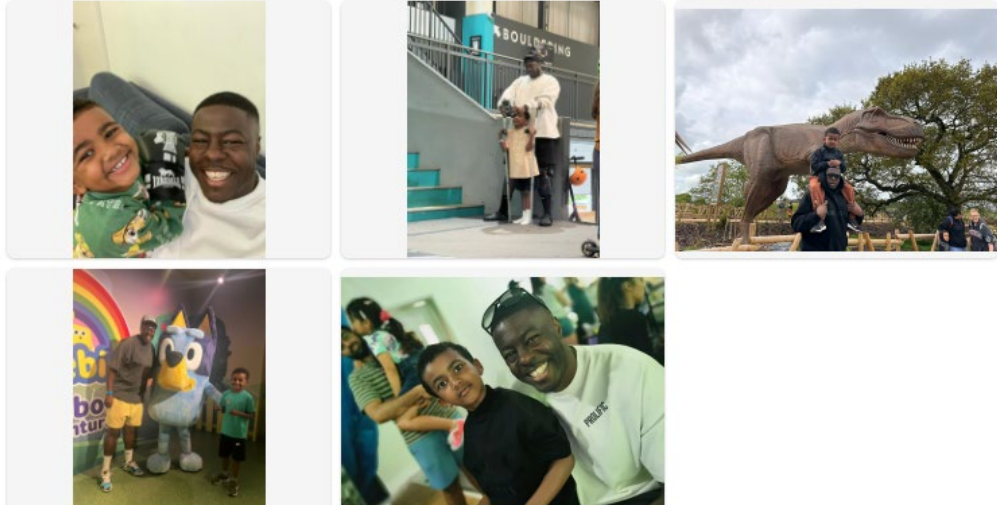
Thank you for the warm welcome. Its great to be involved.

A little about me then. Im someone that thrives in fast paced environments, Loves tackling challenges head on and genuinely believes that a good laugh can solve almost anything. Outside of work, Im a proud father which essentially means I have a second full time job with far less coffee and a demanding stakeholder.

Being a working parent to me is all about balance. Its about showing my son the value of hard work, resilience and passion, while also reminding myself that its ok when everything doesn't go to plan. Its a daily exercise in patience, adaptability, and finding joy in small wins, skills that i take with me into the professional world.

From our belonging groups, I'd love to build real connections, learn from different perspectives, and share a few laughs along the way. For me , its less about ticking boxes and more about creating genuine spaces where we can all feel seen, heard and supported both inside and outside work.

Looking forward to learning and growing with you all. ❤️



AS Ariel Sturdivant 14/04 17:51 Edited

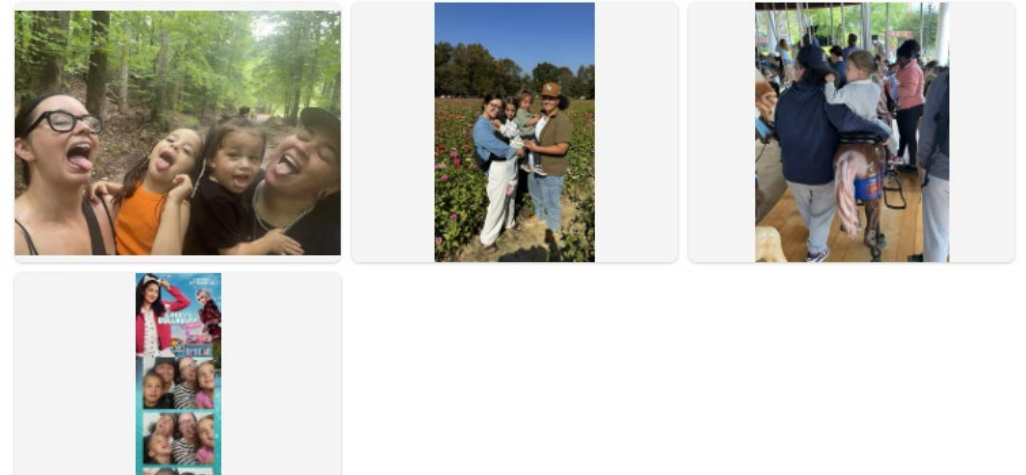
Hi everyone! I'm so excited to be here. I'm based in Charlotte, NC and work as the People Experience Analyst on the P&C Engage team, and handle Office Experience in the Charlotte office. 🙌

I'm also a proud "bonus parent" to two toddlers, Vivienne (4) and Elliott (3). It's the most chaotic, hilarious, and rewarding experience I've had yet. I used to think I was busy before kids, and now I look back and laugh. 🤪

And Elliott, he's a boy. Despite what the general public seems to think. Full Spider-Man gear, dino prints and an undercut, just isn't enough. People still call him "she", even after replying with "he." This weekend's gem? "Little lady." I mean... have we never seen a man bun before? 🤪🤪

I joined this group to learn, laugh, and connect with people sharing the real side of parenthood, not the polished-for-content version. Can't wait to connect with y'all. 💜

Also, here are a few pics of us. Getting everyone to smile at once? Virtually impossible.





Suzanne Schroder 27/03 17:55 Edited

Hi everyone and thank you for the warm welcome. I'm now empty nester, but I'm a mother to my 3 wonderful kids ( Camille 30, Clara 27 ad Thomas 22), I'm also a stepmother for Adrien 34, Antoine 31 and Guillaume 24 - Finally also a grand mother to Iris 3, Basil 1 and Marceau 6 month and hoping for many more. So as you can see big family and if you were wondering yes I have in many years lived and worked with 6 kids at home every two weeks - I would lie if I told you it was "finger in the nose" ,not only for my husband and me but also for the frigde, the dishwasher and washing machines but such great memories. Despite them all have left the house now, I'm still active mum and expectations are still the same ..



Petro Pavliuk 10/09 12:45

Hi! Thank you, I'm really excited to be part of this community. I am a Senior Frontend Developer based in Poland and a happy father of 3 years old son. Being a working parent to me is mostly about work/life balance. What I would love to get from this group is support and connection. I would love to hear your stories, share experience and learn from each other.



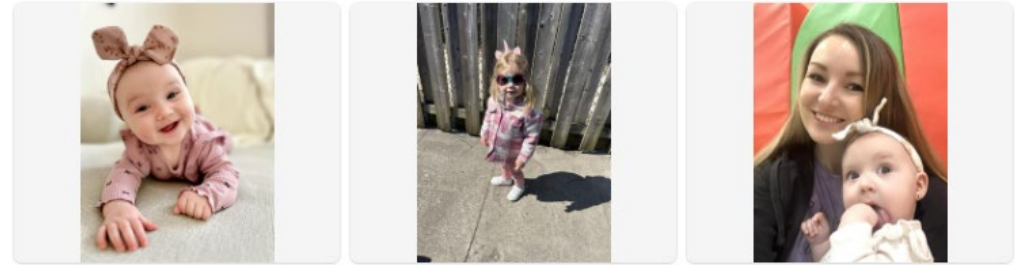
Natalia Taylor 15/04 09:54

Hi everyone!

I'm a mom of 2 little beautiful girls - Alex 2,5 years old and Ashley 5 month old working full time as a Regional Head of People & Culture.

Being a parent is the biggest joy while also the greatest challenge in my life 😊 Working from home and endless support of my husband is what makes it possible for me to work full time and keeping up with our busy schedule.

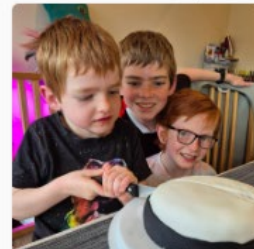
Looking forward to connecting with all Valtech parents here!



Sean Wheeler 13/05 11:57 Edited

Thanks for adding me, I am based in the UK and have three boys 6,10 and 12. They all have lots of energy which is why I am always tired 😊

Being a working parent means lots of context switching for me, one minute you are making sure the children have their shoes on and lunch with them, the next you are discussing segmentation faults and how to mitigate them 🙄





# Around the world, we've hosted a number of kid-friendly get-togethers.

In India, for the first time, the team brought together 25-plus kids in the VT Bengaluru offices to celebrate Junior Jam.

This brought together employees' children to hear about their parents work in Valtech, and spend some time getting to know each other through games, magic show and more.



In both Brazil and Portugal, we celebrated Father's Day and Mother's Day, recognizing the importance of both these groups in our work culture.

Similarly, in MENA, we had our second junior colleagues day where the team invited their little ones to experience a day at Valtech!



In North Macedonia, every year, just before the Easter holidays, we come together not only as colleagues, but as one big extended family. Their Valtech Family Day is a tradition where employees and their loved ones gather for a day full of laughter, delicious barbecue, cold drinks and joyful memories.





# What's next?



Embracing diversity and fostering inclusion is core to our values of Share, Dare and Care.

This journey has accelerated in the past years and it will continue into the coming years. We are proud and excited to level up our approach, utilizing global collaboration with regional

and local action to ensure we are creating environments for all our people to grow and thrive. For all updates, new reports and more, visit our [Diversity and Inclusion page](#).



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By delivering sustainable, human-centric digital solutions that prepare businesses for the future, we empower brands to leapfrog the competition and surpass best practices. Our 6,000-strong team in 24 countries crafts intelligent, personalized experiences that blend crafts, categories and cultures.

At the intersection of data, AI, creativity and technology, we touch lives, grow businesses and unlock value in a digitally accelerated world. Our clients include the world's leading brands, such as AXA, Dolby, L'Oréal, LVMH, Mars, Mercedes, P&G, Santander, Toyota and Volkswagen. See our work at [Valtech.com](https://www.valtech.com).



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