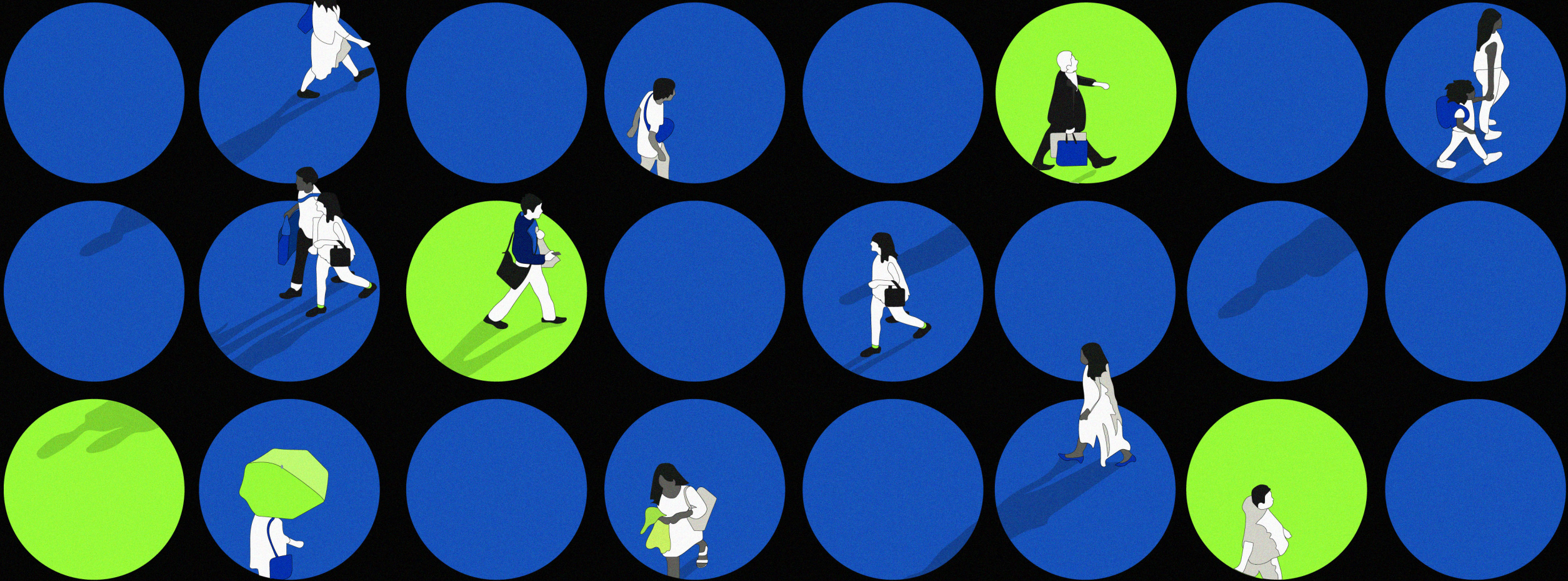




Diversity and Inclusion Annual Report 2025

Valtech Ukraine: A Journey of Inclusion and Resilience

I'm pleased to share our **Diversity & Inclusion Annual Report 2025 for Ukraine** as a reflection of our journey, progress, and, most importantly, our values in action. Our D&I efforts are deeply shaped by the realities we live in today. While we continue to grow as part of a diverse, international Delivery Hub, our focus in Ukraine goes beyond inclusion as a concept: it is about **care, resilience, and responsibility towards one another.**

We are profoundly grateful to our colleagues and loved ones serving in the Armed Forces of Ukraine. Their courage protects all of us, and we remain committed to supporting them and their families. At the same time, we continue to build a supportive environment for veterans returning to Valtech, while ensuring they feel welcome, respected, and empowered to rebuild their professional journey with us.

Our responsibility also extends beyond our organization. We actively support initiatives

for children who have lost their parents due to the war through offering help, care, and opportunities where they are most needed. Alongside this, we continue to invest in mental health support, recognizing the emotional challenges we all face, and proudly drive blood donation initiatives that directly save lives.

At the heart of everything we do are our people. We aim to create an environment where everyone feels respected, heard, and able to be their authentic self — a place of true belonging where individuals can grow and thrive.

This report highlights not only our progress, but also the lessons we've learned and the actions that continue to shape our path forward. I hope it inspires meaningful conversations and reminds us of the impact we can create together.

Thank you for your resilience, empathy, and commitment.



Svetlana Gerassimova
Managing Director

Valtech Ukraine



Embracing local nuance with global collaboration

As part of a six-country Delivery Hub, we have learned that meaningful inclusion cannot be built through a one-size-fits-all approach. While we share common values, goals, and global D&I principles, each location operates within its own social, cultural, and economic reality.

For Ukraine, that reality is shaped by the ongoing war. Some of our colleagues are serving in the Armed Forces, others have relocated abroad and continue navigating the challenges of adaptation and uncertainty. These circumstances influence not only our priorities but also the type of support our people need most.

This is why we focus on initiatives that are both globally aligned and locally relevant. Global D&I frameworks provide valuable direction, our role is to understand the needs of our community and translate those principles into meaningful actions. Rather than simply replicating global

initiatives, we adapt them to address the realities our colleagues face today.

This approach has led to initiatives such as our Cultural Awareness project, mental health and resilience workshops, expanded psychological support, and charitable activities supporting Ukrainian humanitarian and veteran organizations. It has also inspired us to rethink existing programs. For example, while global initiatives focus on encouraging girls in technology, our local Tech Youth program has evolved to support children of veterans and service members, providing opportunities to those who may otherwise have limited access to them.

At the same time, collaboration across the Delivery Hub has strengthened our impact. By sharing ideas, experiences, and best practices with colleagues from other countries, we have been able to co-create initiatives, learn from

different perspectives, and build stronger connections across borders. This exchange has enriched our understanding of inclusion and helped create a stronger sense of belonging within a truly international community.

One of our key learnings has been that effective D&I work requires both consistency and flexibility. Global standards provide the foundation, and meaningful impact comes from understanding local realities and responding to them thoughtfully. By combining global collaboration with local insight, we can create initiatives that are not only aligned with our values but also genuinely relevant to the people they are designed to support.



Anastasiia Kaisyn
Head of People & Culture
Valtech Ukraine

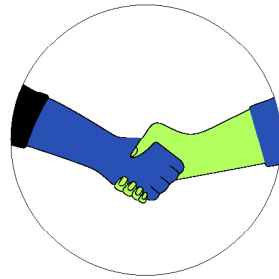


5 pillars of diversity and inclusion

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.

Hiring

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



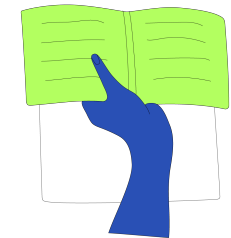
Accountability

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



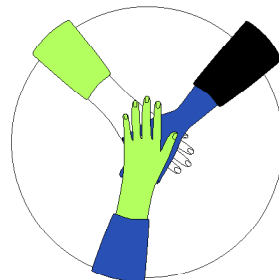
Education

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



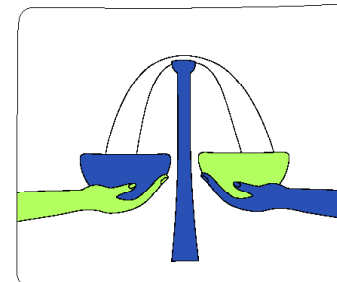
Community

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



Inclusivity

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





Data at our core

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 is important for us to continuously nurture and understand our growing maturity in Diversity & Inclusion.

The Diversity & Inclusion Maturity Index provides an annual assessment of our progress, helping us identify areas where targeted support is needed while enabling us to learn from one another and share best practices across the organization.

The index serves as a benchmarking tool across regions and entities, supporting sustainable improvements while maintaining a consistent approach — the Valtech way. Now in its fourth year, it continues to evolve and deepen our understanding of inclusion across the business.

Each year, entities and service lines respond to more than 100 questions aligned with our five-pillar D&I strategy. The assessment evaluates initiatives implemented at the local level, reviews representation data where available, and analyzes employee engagement insights to understand how Valtechies experience their workplace.

Beginner

0–39%

Intermediate

40–74%

Advanced

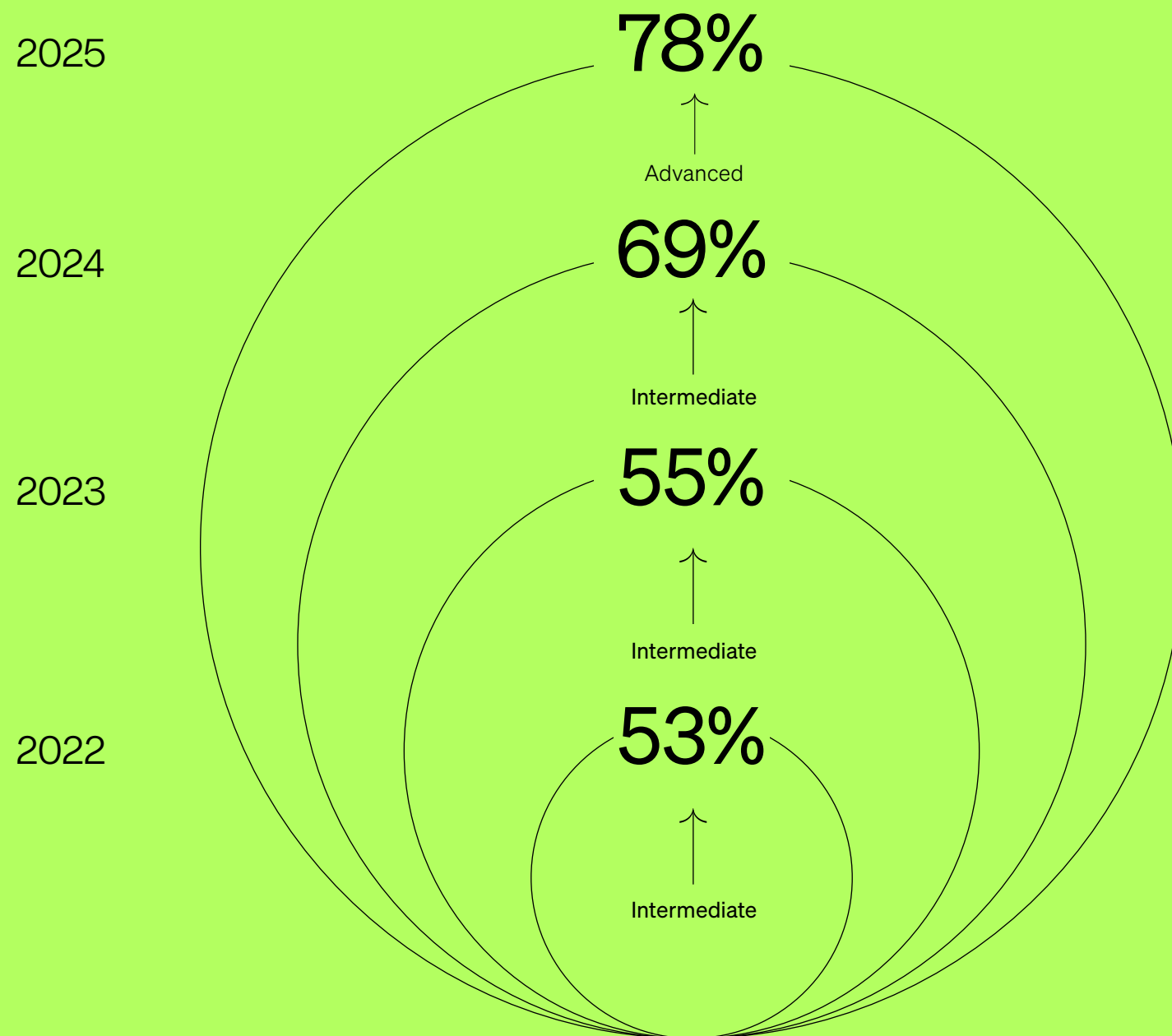
75% or higher



Valtech Ukraine D&I Maturity Progress

These results reflect our long-term commitment to building an inclusive culture where everyone feels respected, valued, and empowered to contribute their best work

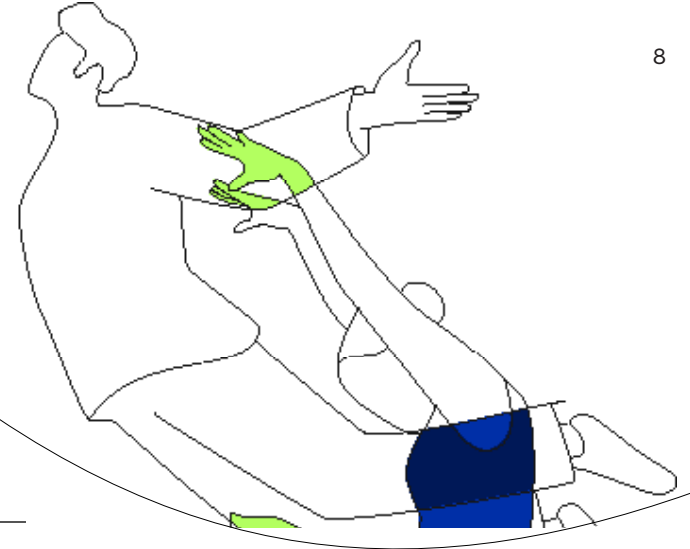
- Achieved an **Advanced** maturity level in 2025 with a score of **78%**
- Improved our D&I maturity score by **10 percentage points year-over-year**
- Ranked among the **Top 4 entities across the Valtech Group**
- Demonstrated **consistent growth over the past four years**, progressing from 53% in 2022 to 78% in 2025
- Continued to strengthen inclusion initiatives despite operating in a highly challenging environment





Gender split & representation

At Valtech Ukraine, we believe that diverse teams create better ideas, stronger collaboration, and more innovative solutions.



Gender Representation

In 2025, women represented **39% of our workforce**, an increase of **2 percentage points** compared to the previous year. This steady growth reflects our ongoing commitment to creating an inclusive environment where talent can thrive regardless of gender.

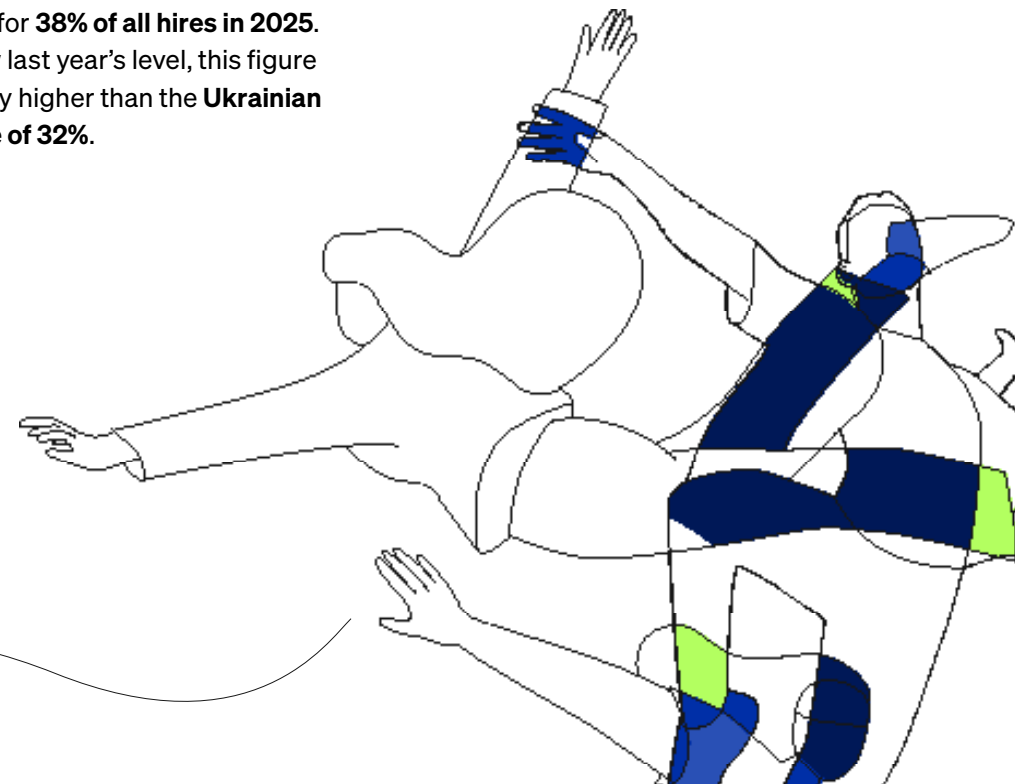
By consistently attracting female talent above market levels, we continue to contribute to a more balanced and inclusive tech industry while strengthening the diversity of perspectives within our teams.

Women in Leadership

Women make up **71% of leadership positions** at Valtech Ukraine, remaining strongly represented in decision-making roles. This reflects the breadth of leadership talent within our organization and contributes to a culture where different perspectives are represented at all levels of the business.

Inclusive Hiring

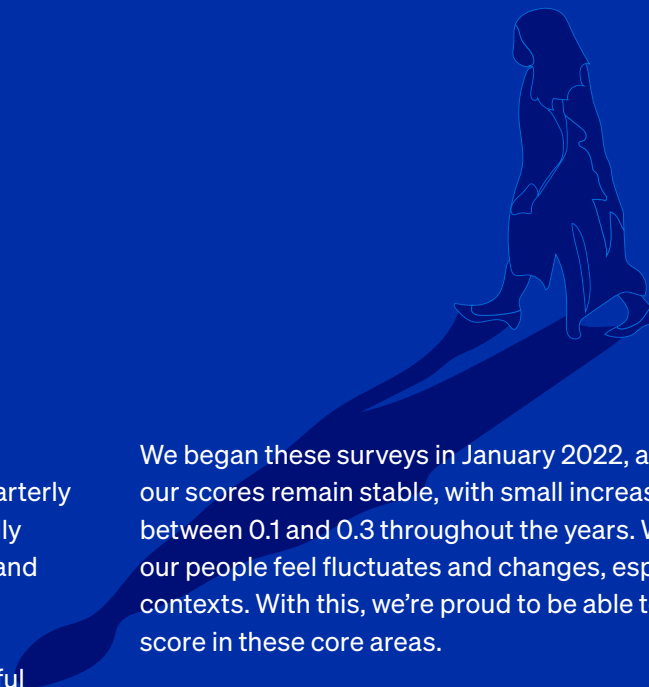
Women accounted for **38% of all hires in 2025**. While slightly below last year's level, this figure remains significantly higher than the **Ukrainian IT industry average of 32%**.





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.

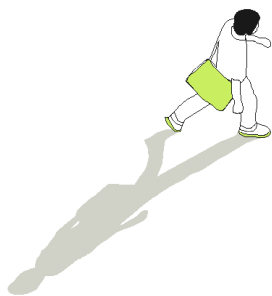
We chose this cadence to enable our teams to take meaningful action after each survey and evaluate the impact of these actions over time.

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 in Ukraine feel about diversity and inclusion overall: **9.1/10**



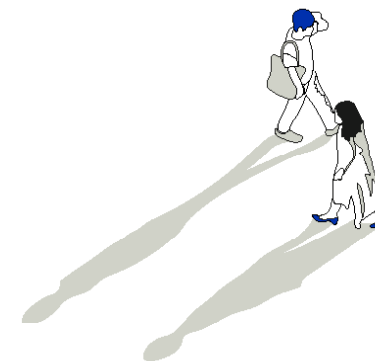
Man



Woman



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)."

9.1

9.1

7.4

Inclusiveness

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

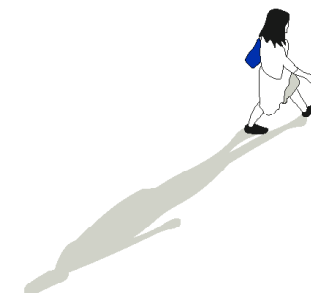
"I feel a sense of belonging at Valtech."

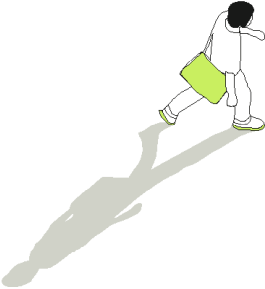
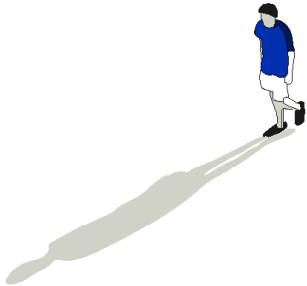
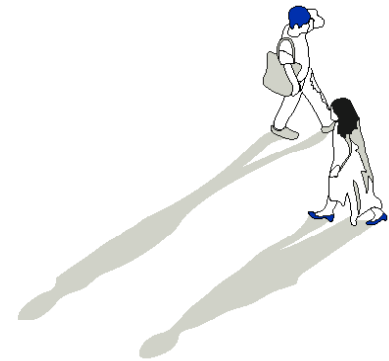
"I feel like I'm valued as a person at Valtech."

9.0

8.8

6.4





Man



Woman



Prefer not to say

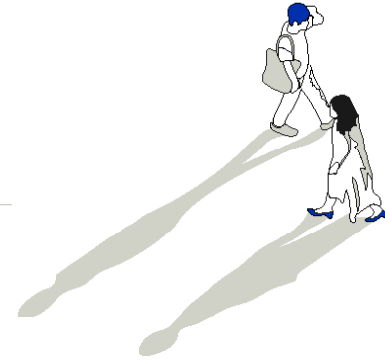
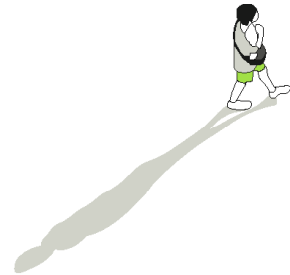
Non-Discrimination

“People of all backgrounds have the same opportunities at Valtech Ukraine.”

9.4

9.3

7.8



Organizational fit

9.1

9.1

7.7

Management support

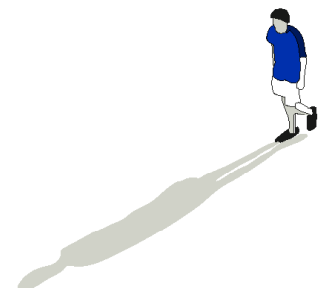
“My manager provides me with the support that I need to complete my work.”

“My manager communicates openly and honestly with me.”

9.1

8.9

7.4





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.



Building Inclusion Through Learning

At Valtech Ukraine, we believe that creating an inclusive culture starts with awareness, empathy, and continuous learning.

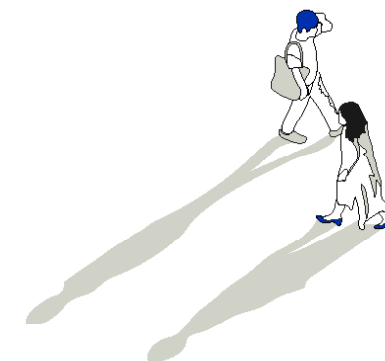
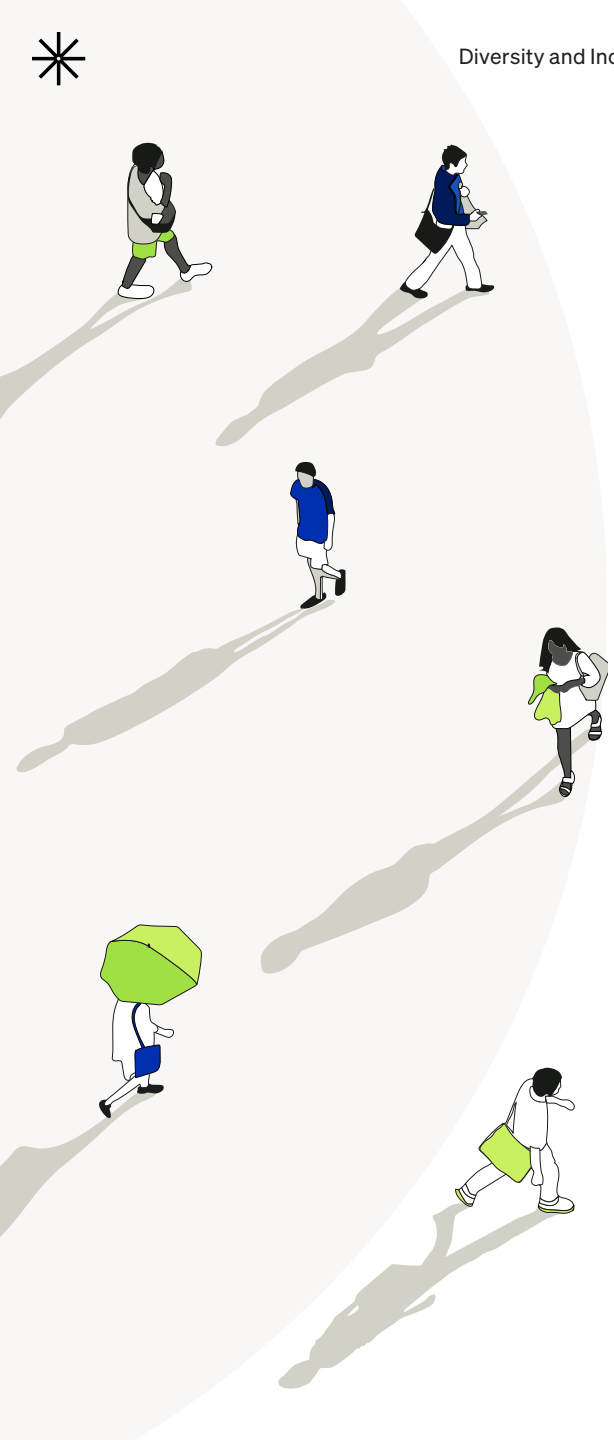
Throughout the year, we invest in initiatives that help our people better understand diversity, inclusion, and the experiences of those around them.

In 2024, we introduced a dedicated Diversity & Inclusion learning program as a mandatory part of manager onboarding. Building on its success, in 2025 we extended the program to all new joiners, embedding inclusion and belonging into the employee experience from day one.

Recognizing the unique realities of our country, we also delivered training on ethical communication with colleagues serving in the military and veterans. These sessions were available to all employees, with additional focus on hiring teams and people leaders.

Our learning initiatives also included:

- **Empathetic Leader workshops** for managers and People & Culture professionals
- **Neurodiversity awareness training** for all employees
- Lectures and discussions focused on **neurodiversity, mental health, and psychological well-being**





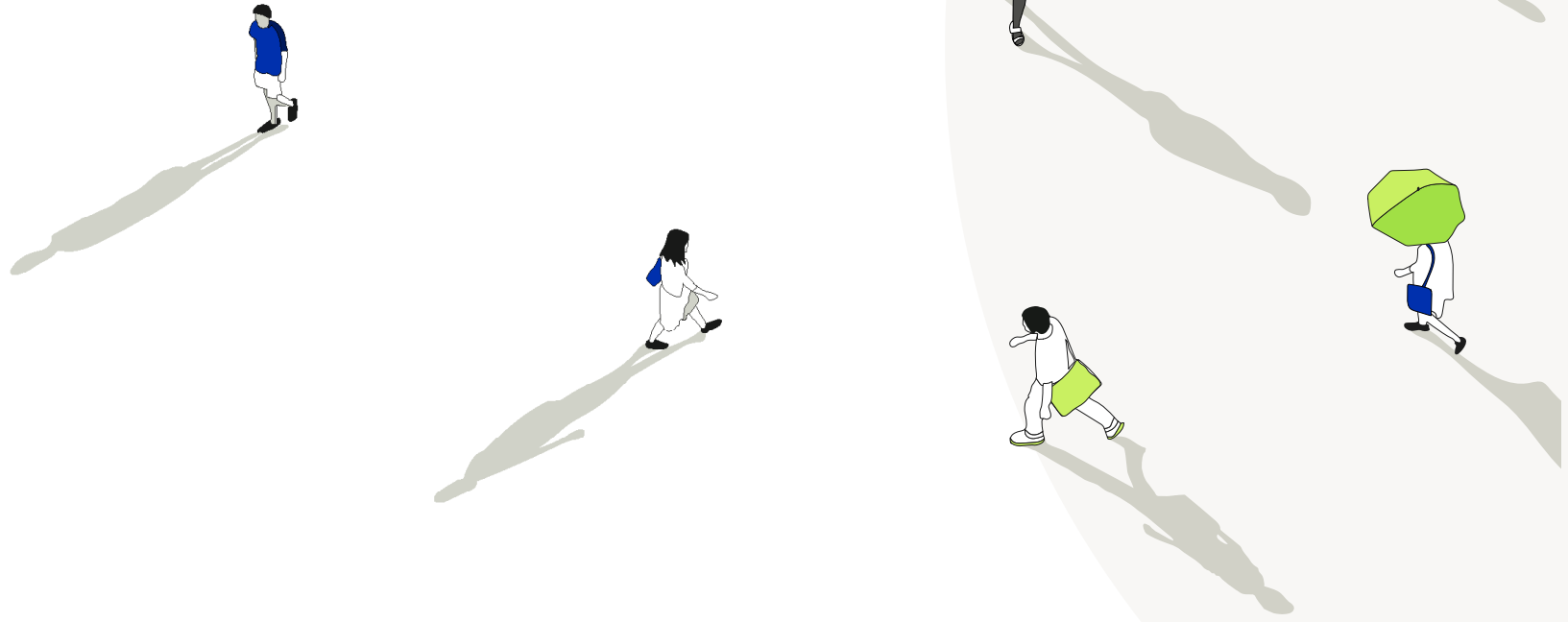
Inclusive Hiring Practices

Building diverse teams begins with inclusive recruitment

This includes dedicated workshops on inclusive hiring practices, practical guidance on dos and don'ts during interviews, and open discussions where teams can learn from real-life scenarios and ask questions.

These initiatives complement our mandatory inclusive interviewer training and interviewing handbook, which provide guidance on engaging with candidates from diverse backgrounds, including neurodivergent individuals, people with disabilities, non-native English speakers, and other underrepresented groups.

Together with Valtech's global Diversity & Inclusion team, we continue to equip hiring managers and interviewers with the knowledge and tools needed to create fair and welcoming candidate experiences.





Accountability

To support accountability, we continuously track representation and pay equity data, integrate D&I topics into our monthly communications, and regularly share progress, insights, and key metrics with leadership. Together with our local D&I Ambassadors, we help drive the strategy forward, celebrate successes, and openly discuss lessons learned and areas for improvement.

Tackling Gender Pay Gap

Reducing the Gender Pay Gap remains an important part of our commitment to equity and inclusion.

For the second consecutive year, we conducted a comprehensive Gender Pay Gap analysis to better understand disparities and identify opportunities for improvement. As a result, we reduced our overall Gender Pay Gap from **25% in 2024 to 24% in 2025**, with a target to reduce it by a further **2 percentage points in 2026**.

For context, Ukraine's national strategy aims to reduce the country's Gender Pay Gap from **18.6% (November 2025) to 13.6%**, providing an important benchmark for organizations across the country.

How We Address the Gender Pay Gap

- Regular pay equity analysis and monitoring
- Implementation salary ranges and transparent compensation practices
- Fair performance and promotion processes
- Equal access to career growth and leadership opportunities
- Inclusive hiring and manager training

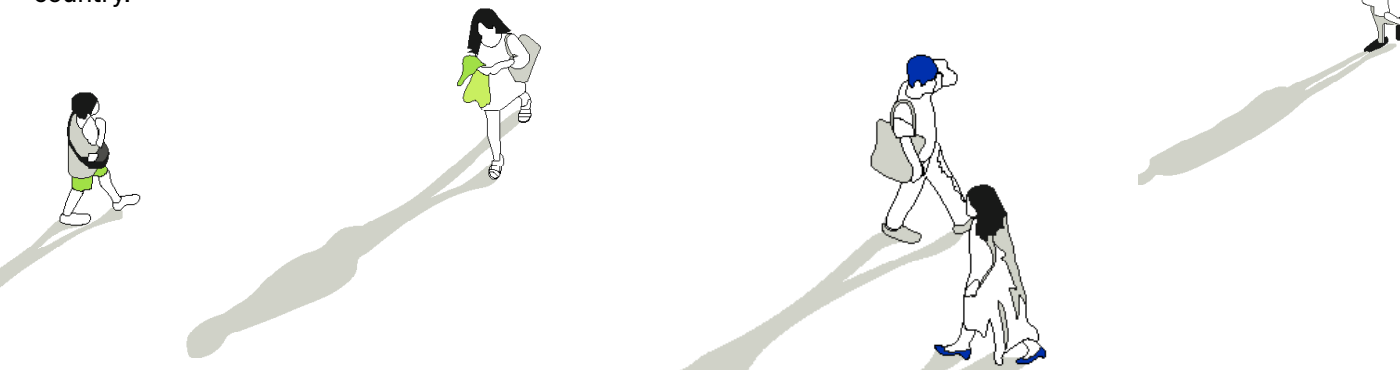
Transparency

We believe accountability starts with transparency. For the second year in a row, we have shared our Diversity & Inclusion progress both internally and externally through our annual D&I Report, helping employees, candidates, and partners track our commitments and progress over time.

Clarity on physical accessibility

In 2024, we conducted a comprehensive accessibility audit of Valtech Ukraine's offices to better understand potential barriers and identify opportunities for improvement.

To support physical accessibility across the organization, in 2025 we also adopted global office accessibility guidelines and incorporated them into our local practices. These guidelines are now used as part of office planning and relocation processes, helping ensure that our workplaces meet accessibility standards and provide a comfortable, inclusive environment where everyone can do their best work.





Inclusivity

In 2025, we launched **Cultural Packs** for Valtech Ukraine office locations and expanded them for colleagues relocating to Poland, helping employees navigate cultural differences and settle more comfortably into their new environment.

We also started collaborating with **Good Bread from Good People**, a social enterprise that provides employment opportunities for people with intellectual disabilities. Through this partnership, we support greater visibility, inclusion, and social impact while staying true to our values of **Share, Dare, and Care**.



Creating a sense of belonging means recognizing and valuing the diverse experiences and backgrounds within our community

Cultural Diversity Project

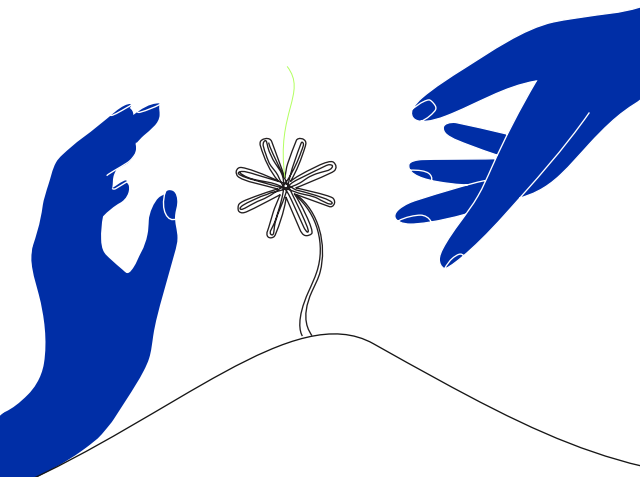
Launched in 2023, the Cultural Diversity Project celebrates the rich cultural backgrounds of our colleagues while strengthening collaboration across Valtech's global community. Through Cultural Awareness Lectures, we encourage curiosity, celebrate traditions, and create opportunities for people to learn from one another.

To date, we have hosted sessions exploring the cultures of **Azerbaijan, Poland, and Portugal**, each accompanied by local cuisine and traditions that allowed colleagues to experience each culture beyond the presentation.



In December 2025, we brought this idea to a broader audience by organizing a **six-country Delivery Hub Christmas & New Year Traditions event**. Colleagues from each country shared their festive customs, stories, and traditions, while every office prepared a table with traditional holiday treats, creating a warm and authentic cultural experience.

These initiatives go beyond sharing knowledge—they build meaningful connections, strengthen cross-cultural collaboration, and reinforce our commitment to creating a workplace where everyone feels they belong.





Elevate at Valtech



At Valtech, equity is a core part of our Diversity & Inclusion strategy. We recognize that different groups may face different barriers to growth and advancement, and we are committed to creating opportunities that help everyone succeed and reach their full potential.

One of the ways we do this is through **Elevate**, Valtech's global sponsorship program designed to support high-potential talent from underrepresented backgrounds and help develop the next generation of leaders.

Now in its fourth year, the program brings together more than 90 protégés from over 19 countries. Participants are paired with senior leaders who provide mentorship, sponsorship, advocacy, and access to influential networks. In addition, protégés take part in a global learning journey focused on topics such as resilience, psychological safety, networking, and leadership development.

Before launching the program locally, we carefully considered the Ukrainian context and the communities that could benefit most from additional support and visibility. Based on this assessment, we identified **women, veterans, and non-local colleagues** as key underrepresented groups within Valtech Ukraine.

In 2025, **three sponsor-protégé pairs from Valtech Ukraine** joined the Elevate program, gaining access to global learning opportunities, leadership sponsorship, and a strong international network of peers and leaders.

Through initiatives such as Elevate, we continue to create pathways for growth, strengthen representation in leadership pipelines, and ensure that talented individuals from all backgrounds have the opportunity to thrive.



Iaroslav, iOS Engineer

"The Elevate program provided valuable opportunities to connect with colleagues across different areas. Building these new relationships expanded my professional network, encouraged knowledge sharing, and created connections that will be beneficial for future collaboration."

Nargiz, Senior Frontend Engineer

"I had a hard time on the project because our client was really difficult to deal with. Marina helped me through that, and she also encouraged me to become a mentor as well."





Community



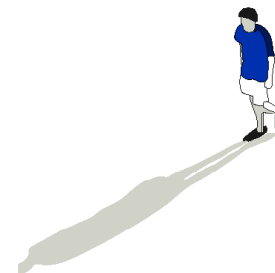
We foster a culture of collaboration where we come together to Share, Dare and Care for one another. Our focus on community unites Valtechies, enabling us to celebrate, learn and find inspiration in the diversity of our unique cultures.



Crafting a Veteran-Friendly Environment

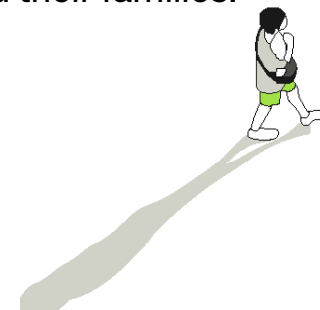


The war in Ukraine challenged us to expand our understanding of inclusion and create a culture that supports colleagues serving in the Armed Forces, veterans returning from service, and their families.



Over the years, we have built a veteran-friendly approach that includes job security during mobilization, dedicated communication for mobilized colleagues, manager training and communication guidelines, tailored benefits, mentoring, learning opportunities, flexible work arrangements, and support for volunteer and social initiatives.

In 2024, these efforts were recognized with the **Veteran Friendly Award** from Veteran Hub's Practika project. In 2025, we continued sharing our experience externally by participating in panel discussions dedicated to D&I practices for veterans and exchanging best practices with other organizations.



During the year, we also hosted a valuable session with a psychologist dedicated to understanding the experiences of veterans and colleagues serving in the Armed Forces, as well as practical communication guidelines on how to provide support in a respectful and empathetic way.

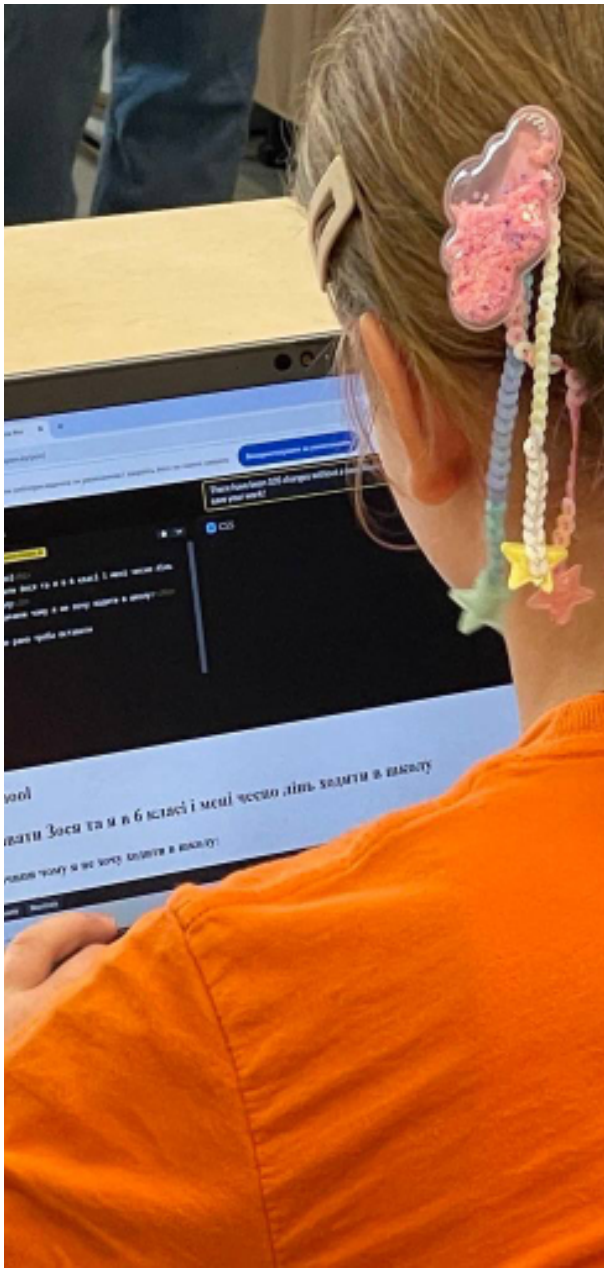
To further support veteran-owned businesses, we also organized a unique tea ceremony led by a veteran of the Ukrainian Armed Forces, creating an opportunity for colleagues to connect, learn, and engage with the veteran community in a different setting.





Tech Youth

In 2025, we launched **Tech Youth**, a youth-focused initiative organized in partnership with Veteran Hub. Through workshops and hands-on learning sessions, Valtech volunteers introduced children of veterans and defenders to technology, helping inspire future careers and expand access to digital skills.





Supporting Ukraine Through Action

One of the highlights of the year was our **third annual charity auction**, during which we raised a record-breaking **272,709.50 UAH (approximately €5,620)** for the Sergiy Prytula Humanitarian Foundation to support humanitarian demining efforts in Ukraine. Most auction lots were donated by Valtechies, making this achievement a true community effort. The event also featured an interactive “Demined” game, live mini-auctions, and fundraising activities that engaged colleagues.



Our charity initiatives have supported a variety of causes over the years. In previous campaigns, we raised **€5,300** for the Superhumans prosthetic rehabilitation program and **€5,000** to fund rehabilitation sessions at Veteran Hub, helping veterans and civilians affected by the war access critical recovery support.





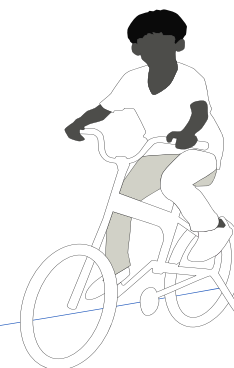
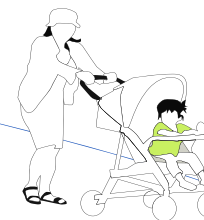
Blood donors day

Every blood donation is an act of care that can save lives. At Valtech Ukraine, **Blood Donor's Day** has become a long-standing tradition that celebrates colleagues who make this extraordinary contribution to their communities. Through awareness campaigns, educational sessions, office donation events, and recognition of our regular donors, we continue to foster a culture where helping others is part of who we are.



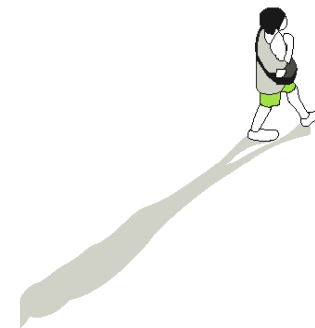
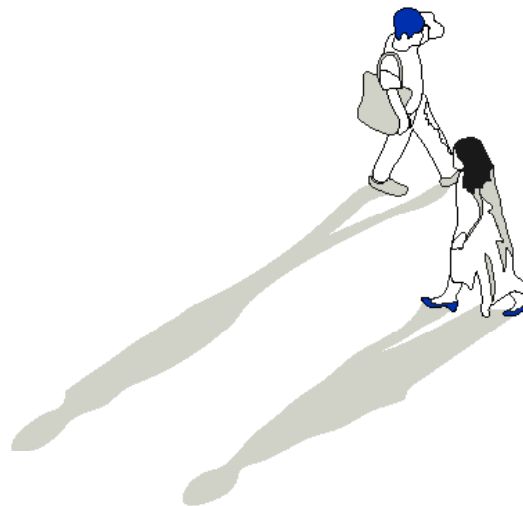
Building Communities of Belonging

We continued supporting Valtech's global Belonging Groups through local watch parties and launched a local Working Parents community, creating opportunities for connection, shared experiences, and learning aligned with global initiatives.



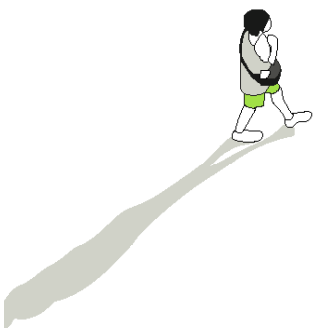
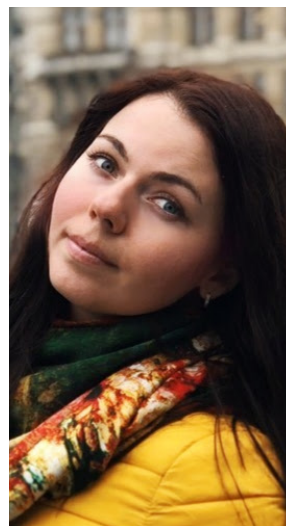


Diversity and Inclusion Council & D&I ambassadors



Valtech's global Diversity & Inclusion efforts are supported by the Global D&I Council, a cross-functional group of colleagues from around the world who help shape initiatives, share regional perspectives, and ensure alignment between local priorities and the global D&I strategy.

At Valtech Ukraine, our Diversity & Inclusion agenda is supported by a team of passionate D&I Ambassadors: **Anastasiia Kaisyn**, **Serafyma Falchevska**, **Natalia Yeromenko** (who represents our entity on the Global D&I Council), **Olena Drobnytska** and **Daria Hurina**. Throughout 2025, they played a key role in shaping and delivering local initiatives, fostering awareness, driving engagement, and bringing our D&I commitments to life across the organization.





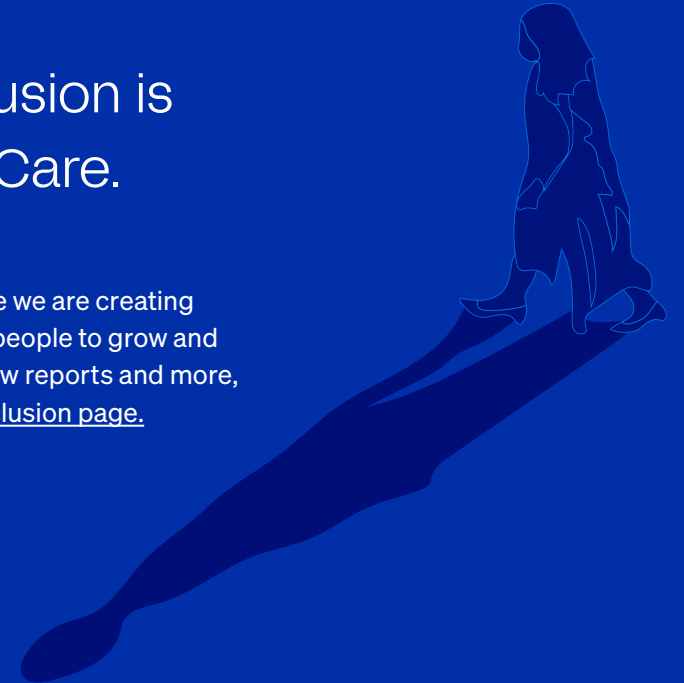
What's next?



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](#).



Valtech, the global leader in experience innovation, exists to unlock a better way to experience the world.

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://valtech.com).



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Certain statements in this report may be forward-looking in nature, reflecting Valtech's current expectations, goals, or ambitions regarding diversity, equity, and inclusion. These statements are not guarantees of

future performance and are subject to risks, uncertainties, and factors that may cause actual outcomes to differ materially.

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