

Gender Equality Policy

Purpose:

DataDriven is committed to fostering gender equality and ensuring an inclusive, respectful workplace for all employees. This formal policy defines our commitments and principles on gender equality, setting out clear actions and responsibilities to promote equal opportunities, diversity, and a safe work environment. It serves as a guiding framework for how we recruit, develop, and support our people, in line with international best practices and EU standards. By implementing this policy, we aim to eliminate gender-based discrimination, advance balanced representation at all levels, and comply with applicable gender equality laws. DataDriven benchmarks its approach against leading consulting firms globally to ensure our practices reflect proven, effective measures in gender equality.

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Scope:

This policy applies to all DataDriven employees and staff, regardless of gender or gender identity, in the Kyiv headquarters as well as our representatives in Paris and London. It covers all employment types (full-time, part-time, contract, and interns) and all levels of seniority, including management and leadership. The policy also extends to job applicants and candidates during recruitment, as well as consultants or associates working on our projects. Every team member and manager is expected to uphold the principles in this policy in daily work and decision-making. Where local laws or regulations impose additional gender equality requirements, those will be observed in conjunction with this policy.

Policy Principles

DataDriven's core principles on gender equality and inclusion are:

- *Equal Opportunity and Non-Discrimination:* We provide equality, fairness and respect for all employees and do not tolerate any form of unlawful discrimination based on gender or any other protected characteristic. All employment decisions – including hiring, promotion, pay, training, and termination – are based on merit, qualifications, and business needs, free from bias.
- *Inclusive Workplace Culture:* We strive to maintain a workplace where diversity is valued and everyone feels respected, heard, and able to contribute their best. We promote dignity and respect for all, and individual differences and contributions are recognized as strength. Stereotypes and gender-based assumptions have no place in our culture. Open dialogue, mutual respect, and teamwork are expected from all staff.
- *Zero Tolerance for Harassment and Gender-Based Violence:* DataDriven is committed to a safe, respectful environment free from harassment, abuse, or gender-based violence. Any form of bullying, sexual harassment or victimisation is strictly prohibited and will be addressed with serious disciplinary measures. We uphold a zero-tolerance policy against gender-based violence and harassment, ensuring that such acts are dealt with promptly and effectively.

- *Work-Life Balance:* We recognize that enabling work-life balance is critical for gender equality. DataDriven is committed to providing family-friendly work arrangements – for example, flexible working hours and remote work options – to accommodate employees’ diverse needs and caregiving responsibilities.
- *Pay Equity:* We ensure equal pay for work of equal value. Compensation practices are reviewed to identify and eliminate any gender pay gap. DataDriven commits to closing any gender-related pay disparities and will monitor and report on pay equity transparently. Decisions on pay and bonuses are made through objective criteria, not influenced by gender.
- *Leadership Commitment and Accountability:* Our leadership is fully committed to advancing gender equality within DataDriven. Senior management leads by example, champions this policy, and holds themselves and others accountable for its implementation. The Senior management pledge to allocate necessary resources to achieve the policy’s goals and recognize that a diverse, inclusive workforce is essential for innovation and growth. We aspire to improve gender balance in leadership roles over time, ensuring that women and men have equal opportunities to participate in governance and decision-making.

These principles reflect the key pillars of our gender equality commitment and align with the broader objectives set out by the European Commission’s Gender Equality Strategy 2020–2025 (such as ending gender-based violence, closing gender gaps in the labor market and pay, and achieving balanced participation in leadership). All DataDriven staff are expected to understand and embrace these principles in their work.

Governance

Ultimate responsibility for this Gender Equality Policy rests with DataDriven’s top management. Partners (Kyiv) are the executive sponsor of the policy, ensuring it is effectively implemented across the company. Our senior leadership team – including those heading our Paris and London representations – will integrate gender equality considerations into business decisions and model inclusive leadership behaviors.

Roles and Responsibilities:

- A Designated Equality Officer (a senior staff member appointed by management) will coordinate the implementation of this policy. This person acts as a point of contact for any gender equality concerns and drives related initiatives, in addition to their regular duties.
- All Employees share responsibility to uphold DataDriven’s equality commitments. Every staff member is expected to treat colleagues with respect, avoid biases in their own behavior, and speak up if they witness discrimination or harassment. We emphasize that maintaining an inclusive culture is a collective duty, and everyone must act as an “active bystander” to challenge or report conduct that undermines our values.

Policy Integration: This policy is embedded in our operational practices. We integrate gender equality principles into existing processes such as recruitment, performance evaluations, promotions, and project staffing. For example, our recruitment guidelines and performance review criteria are designed to be bias-free and equitable. No organizational decision (hiring, promotion, pay, training, or exit) should contradict the principles of this policy; any that do will be reviewed and corrected by management.

Implementation Measures

To realize the commitments in this policy, DataDriven will implement practical measures across several key areas:

1. Recruitment and Career Development

We will ensure that our hiring and talent development practices actively promote gender equality:

- *Equal Opportunity in Selection:* Candidates will be evaluated solely on their qualifications, experience, skills and alignment with job requirements – never on gender or personal characteristics. We will provide equal consideration for female and male candidates at all levels. All hiring decisions must be justified with objective reasons.
- *Career Advancement:* DataDriven commits to equitable promotion and career development opportunities. We use merit-based criteria for promotions and project assignments, ensuring that women and men have equal access to high-visibility assignments, client opportunities, and leadership roles. Performance evaluations will be reviewed for potential bias.

2. Work-Life Balance and Flexible Work

We recognize that supporting work-life balance is crucial for enabling all genders to thrive in their careers. DataDriven will implement family-friendly and flexible working measures:

- *Flexible Work Arrangements:* Whenever the role permits, employees may utilize flexible working options to help balance personal and professional responsibilities. These options include flexible working hours (adjusted start/finish times), hybrid remote work (e.g. the ability to work from home several days per week), or tailored schedules as needed. We trust our employees to meet their responsibilities and client needs while having the flexibility to manage family or life commitments. Managers will work with their team members to accommodate reasonable flexibility requests, ensuring business continuity while supporting individual needs.
- *Supportive Culture for Work-Life Balance:* We aim to create a culture where taking time for family or personal life is respected equally for all genders. For instance, if an employee (male or female) needs to leave early for a family obligation or work remotely, this will be seen as normal and supported by the team.
- *Well-being and Burnout Prevention:* An element of work-life balance is ensuring employees are not overburdened or subjected to unreasonable pressures that can harm well-being. DataDriven will

monitor workloads and staffing to prevent burnout. Employees are encouraged to speak up if they feel their workload is unmanageable. We recognize that a healthy balance benefits productivity and gender equality, as both women and men can better contribute at work when personal well-being is maintained.

3. Prevention of Gender-Based Violence and Harassment

Providing a safe workplace free from harassment, abuse, or violence is a fundamental commitment. We take a zero-tolerance stance on all forms of harassment, especially sexual harassment and gender-based violence:

- *Prohibition of Harassment:* Any form of harassment, intimidation, bullying or violence – whether verbal, physical, or sexual in nature – is strictly prohibited at DataDriven. This includes unwanted advances, inappropriate sexual comments, gender-based derogatory remarks, or any conduct that creates a hostile or offensive environment. Harassment is considered a serious misconduct. All employees, regardless of position, must refrain from such behaviors. Harassment will not be tolerated under any circumstances.
- *Reporting Mechanisms:* We have established confidential channels for employees to report incidents or concerns of harassment or gender-based violence without fear of reprisal. In particular, DataDriven provides a dedicated email contact (e.g. office@datadriven.group) and designates a management representative to handle these reports sensitively.
- *Investigation and Resolution:* When a harassment or violence complaint is raised, DataDriven will conduct a thorough investigation in a timely manner, respecting the privacy and dignity of all parties. A neutral investigator, gather facts and determine findings. If the investigation confirms that harassment or misconduct occurred, appropriate disciplinary action will be taken against the perpetrator.
- *Prevention and Awareness:* Beyond responding to incidents, we emphasize prevention. All employees and managers will receive training on recognizing, preventing, and addressing harassment (see Section 4 on Training). We will periodically communicate reminders of expected workplace conduct and avenues to get help.

4. Training and Capacity Building

Education and awareness are critical to making our gender equality policy effective in practice. DataDriven will implement mandatory training and continuous learning opportunities to build the capacity of our workforce to uphold equality:

- *Mandatory Gender Equality & Unconscious Bias Training:* All employees of DataDriven, including senior management, must complete training on gender equality and unconscious bias. New hires will receive this training as part of their onboarding, and all staff will participate in refresher sessions periodically (at least every two years, or more frequently as needed). The training covers topics such as understanding the importance of gender diversity, recognizing and mitigating unconscious biases

in decision-making, preventing harassment and discrimination, and promoting inclusive practices in daily work.

- *Awareness Workshops and Events:* Periodically, DataDriven will organize internal discussions or invite guest speakers to talk about gender equality and related topics. For example, we might host a lunch-and-learn session on gender bias in the consulting industry, or share articles and insights from reports. We will also acknowledge important dates (such as International Women’s Day or International Day for the Elimination of Violence against Women) with awareness activities, aligning with our commitment to wider societal gender equality goals. These efforts keep the conversation active and knowledge current.
- *Measuring Training Effectiveness:* As part of our monitoring (see next section), we will track training completion rates and may solicit feedback from participants on the training’s impact. We aim for high participation and improved awareness; if gaps are identified (for instance, if any employee still exhibits misunderstanding of the policy), we will take corrective measures such as additional one-on-one coaching or more targeted training.

Monitoring and Reporting

DataDriven will utilize a “light-touch” but effective monitoring and reporting framework to track progress on gender equality and to ensure accountability, recognizing our small size and limited administrative capacity. The goal is to measure key outcomes, transparently report on them, and use the insights for continuous improvement – without creating excessive bureaucracy. The following outlines our approach:

- *Key Performance Indicators (KPIs):* We will monitor a set of core gender-disaggregated metrics on a regular basis (typically annually). These metrics include:
- *Gender Composition of Workforce:* The percentage of women and men in the overall staff, and at different levels (e.g. junior consultants, senior consultants, leadership roles). Our aim is to see balanced representation, and particularly to increase the share of women in leadership over time.
- *Recruitment and Promotion Rates:* The gender breakdown of new hires and of promotions granted in a year. We will track the hiring rate of women vs. men, and the promotion rate, to ensure equitable advancement. For recruitment, we will also review the gender diversity of applicant pools and interview shortlists when data is available.
- *Pay Equity:* An analysis of average pay by gender and role to detect any gender pay gap. Given our small size, this will be done carefully to ensure anonymity. If any unjustified pay gap is identified between male and female employees in equivalent roles, we will take action to correct it.
- *Employee Feedback and Engagement:* While harder to quantify, we will solicit feedback (via surveys or informal interviews) on perceptions of inclusion and any experienced barriers. We might institute a brief annual “Inclusion Pulse” survey where employees can anonymously indicate if they feel the workplace is fair and inclusive. Any concerning feedback will be addressed qualitatively.

- *Light-Touch Approach:* As a small firm, we intentionally keep our monitoring process light-touch – focusing on a few meaningful indicators and open communication, rather than extensive bureaucratic reports. The emphasis is on identifying real issues and solutions, not producing paperwork. The Managing Partners can quickly translate insights into action due to our agile structure. However, “light-touch” does not mean lacking rigor: we commit to honestly evaluating our progress and addressing shortcomings. By balancing simplicity with sincerity, we ensure monitoring is not a burden but a useful tool to drive change.

By implementing this monitoring and reporting mechanism, DataDriven aims to remain accountable to its gender equality commitments. We understand that what gets measured gets managed; hence, we will measure our progress, report it, and manage our company accordingly to achieve a workplace where everyone – of all genders – has an equal opportunity to succeed.

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