

# Employee development

We create the necessary conditions for our employees' professional growth and development, both individually and in teams, thereby supporting the growth of the entire business.

Additionally, Kaspersky is constantly improving its training methodology and increasing investments in employees' development at all stages of their careers. For example, in 2025, expenditures on personnel training and development increased by 12.6% compared to the previous year, and average training time per employee increased by 14%, reaching 12.9 hours.

\$2.23million

in total expenses for employee training in 2024–2025

14%

increase in average training time per employee in 2025

Average number of training hours per employee<sup>1</sup>

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| Employee category                                              | 2023 | 2024 | 2025 |
|----------------------------------------------------------------|------|------|------|
| Average number of training hours for all employees, including: | 9.2  | 12.1 | 11.4 |
| ■ managers                                                     | 11.4 | 10.2 | 9.9  |
| ■ technical specialists <sup>2</sup>                           | 7.8  | 9.8  | 9.6  |
| ■ other specialists                                            | 11.4 | 14   | 13   |

Our employees have access to both internal and external training opportunities. At Kaspersky, they can take online courses on products and technologies, complete programs to develop business skills and boost sales and personal competencies, choose a convenient format for learning foreign languages, find a professional growth mentor, and submit applications to participate in external trainings and events.

Training is flexible: in addition to mandatory programs, we offer additional corporate educational programs that employees can take at their discretion.

Kaspersky emphasizes development of leadership skills. In 2025, we reimagined our approach to training and combined our programs into a single "Leadership Programs" system. It includes two levels:

- Start — for new managers, team leads, and employees preparing for leadership roles. We completely revamped the content of this program and relaunched it as part of our training ecosystem.
- Pro — for more experienced mid-level managers whose teams already have team leads. The pilot group for this new program began in 2025.

Based on practical case studies and modern management frameworks, the training aims to create a unified system for developing leadership skills, fostering continuity within the company, aligning and strengthening managerial expertise, increasing motivation, and strengthening a culture of leadership and strategic partnership.

63team leads  
and 17middle managers  
participated in Leadership Programs in 2025

In addition, we are developing a corporate culture of sharing experience within the company. To this end, in 2024, Kaspersky launched Grow Lab, an internal mentoring program that helps employees find mentors and internal experts to develop applied skills and solve complex professional problems. Since its launch, 94 mentor-mentee pairs have participated in the program, and we plan to expand the project in 2026.

<sup>1</sup> The data in the table does not include data from MOOC (massive open online courses) platforms.  
<sup>2</sup> IT specialists + all R&D employees.

# Required courses

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Mandatory employee training at Kaspersky includes the following courses:

## Information security

Information security. No matter what security measures we implement, a human is ultimately the most important participant in a system. The human factor is the most vulnerable element of information security. All Kaspersky employees undergo training in cybersecurity basics, even if they are not directly involved in the development or promotion of our solutions. Through a series of information security courses, our employees learn how to handle confidential information, securely store passwords and account information, and identify phishing emails and websites.



## Rules of conduct during emergencies

Fire, smoke, sparking electrical wiring and equipment, breakdowns and other incidents can inflict serious financial losses and, more importantly, they can harm health and take lives. Safety training is mandatory for all Kaspersky employees and is designed to prepare them for appropriate and coordinated action during potential emergencies.

## Anti-corruption behavior

Anti-corruption behavior. Employees at any cutting-edge company need to understand and comply with anti-corruption legislation. By following the rules taught in this course, our employees can maintain Kaspersky's reputation and integrity, as well as avoid personal liability and potential fines against the company.

# Additional training programs and tools for developing expertise

In addition to mandatory educational programs, employees can independently choose additional training options to develop their professional expertise. Kaspersky offers remote learning courses on its internal educational platform, as well as in-person training programs aimed at developing soft skills, managerial competencies, and applied professional competencies.

Our employees can:

- take training on external online platforms such as Udemy, LinkedIn Learning, Pluralsight, and CBT
- attend in-person trainings and webinars on our internal e-Queo training portal
- participate in the GrowLab mentoring program
- participate in external professional conferences
- if necessary, receive training from external providers to maintain and develop professional expertise (within departmental budgets)
- learn foreign languages in a convenient format that accounts for individual goals and work duties.

In 2025, we updated our communications training. The main benefit was the inclusion of expert case studies that were as closely related to our business as possible.

## Plans for 2026

Our immediate plans include a major relaunch of the GrowLab mentoring program, expansion of Kaspersky Academy's catalog of online courses, including foreign language instruction, and the creation of educational pathways for comprehensive professional development—both on specific topics (for example, channel sales or communication skills) and content associated with certain roles and positions.

# Performance reviews and compensation

Kaspersky has built a comprehensive and transparent ecosystem for managing performance and developing talent. It is designed to achieve our strategic goals by unlocking each employee's potential. This ecosystem consists of three interconnected elements: regular performance reviews, transparent compensation, and career mobility.

The annual cycle of our employee performance review process includes several stages:

- annual goals are set
- the employee submits an end-of-year self-assessment
- the employee's immediate supervisor submits a final assessment

Progress is constantly monitored throughout the year, allowing employee goals, as well as the plans for achieving them, to be promptly adjusted.

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We constantly evaluate the quality of work of Kaspersky personnel. In 2025, 90% of employees underwent regular performance reviews and career prospects assessments (88% in 2024).

The annual adjustment of employee compensation is based on the results of the annual performance review cycle. The following criteria are taken into account:

- individual employee performance
- current income level relative to the market
- labor market conditions
- Kaspersky's performance and plans.

## Personnel development

When it comes to compensation, one of our guiding principles is "rewards for results." Performance reviews influence adjustments to employees' compensation and their career mobility.

After reaching a certain length of service at Kaspersky (from six months to one year), all employees become eligible to join our internal mobility program. The program offers support at every stage of development and opens up additional professional growth opportunities that let employees flourish in a team of like-minded individuals.

## Employee productivity

The performance review process is a comprehensive system that aims to simultaneously develop employees and achieve business goals. It includes:

- setting and evaluating goals (performance review)
- regular collection of employee feedback (one-on-one meetings, 360-degree surveys, self-assessments and other tools)
- assessment of competencies and formation of individual development plans

Performance reviews influence employees' career advancement, their financial compensation, the amount of investment in training and development, and more.

We continuously track over 800 different HR and business metrics and use them to make management decisions. The goal of our HR function is to increase our return

on investment in people. This strategic metric helps us assess how effective our investments in people are, make more informed personnel decisions, and find answers to complex management questions.

## Employee engagement

Every year, we assess employee satisfaction levels through an anonymous YourVoice survey. The survey helps us understand employee attitudes toward internal corporate changes, and strategy adjustments, and evaluate the impact of various factors, such as pay, benefits, work-life balance, career growth prospects, team atmosphere, etc.

We focus mainly on the Employee Net Promoter Score (eNPS), which measures the percentage of employees who would recommend the company as an employer.

In 2024, eNPS increased by 0.4 percentage points year-on-year, reaching 57.2, and in 2025, by 8 percentage points, reaching a record 65.

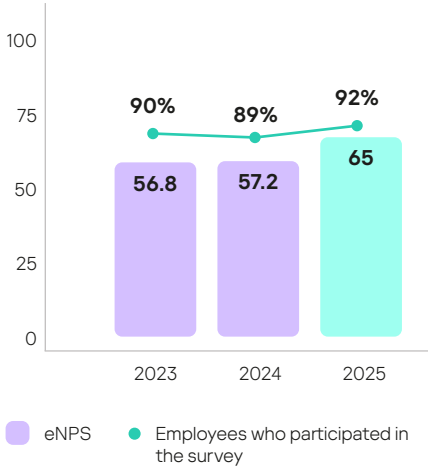
The survey results are available to managers at every level. This helps them analyze the situation across teams, regions, and divisions and identify areas for growth.

We regularly inform employees about news, plans, and internal changes. We engage employees in corporate initiatives through digital and offline tools:

- articles and publications on our internal portal
- posts in a private channel on a social network
- email newsletters.

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Employee satisfaction index



We also hold AMA (Ask Me Anything) sessions with Kaspersky's top managers and representatives of various business functions. During these meetings, we share the results of our work, discuss plans, and answer employee questions live.