

Equal opportunities

Kaspersky provides equal opportunities to all employees and does not tolerate discrimination in any form.

This is a key corporate principle for us and aligns with the UN Guiding Principles on Business and Human Rights, as well as the UN Sustainable Development Goals, including SDGs 4.5, 5.1 and 8.5.



For more information on the Company's contribution to achieving the UN SDGs, see the ["Sustainable development"](#) section on page 19

We strictly comply with legal requirements and make decisions about hiring, developing, and rewarding employees solely based on their professional qualities, experience and achievements—without any restrictions on gender, age, or other characteristics.

Respect and a safe work environment

Kaspersky's adopted rules and standards of conduct are based on our values and principles. Every employee is important to Kaspersky and deserves respect. We strive to maintain a healthy, open, and welcoming work environment where people feel comfortable collaborating, sharing ideas, and growing.

Kaspersky does not tolerate any form of discrimination, humiliation, insults, any pressure, or violation of personal boundaries. We adhere to generally accepted standards of business ethics and expect professional, proper, and respectful behavior from our employees and partners.

How we support employees

We build relationships within Kaspersky based on trust and mutual respect. To ensure a comfortable work environment for everyone, we regularly review working conditions, performance evaluation processes, and employee feedback. We listen to everyone's needs and do everything we can to ensure Kaspersky employees feel supported and cared for in every situation.

As Kaspersky, human resources management includes a business partnership function. HR business partners help build dialogue between the business and

employees, support teams in challenging situations, and facilitate solutions that account for the interests of all parties.

If an employee experiences discrimination or unethical behavior, they can report it to the HR Support team or their HR business partner. In addition, the HR Support team is always ready to assist employees with any questions, from administrative procedures to consultations on corporate training and development.



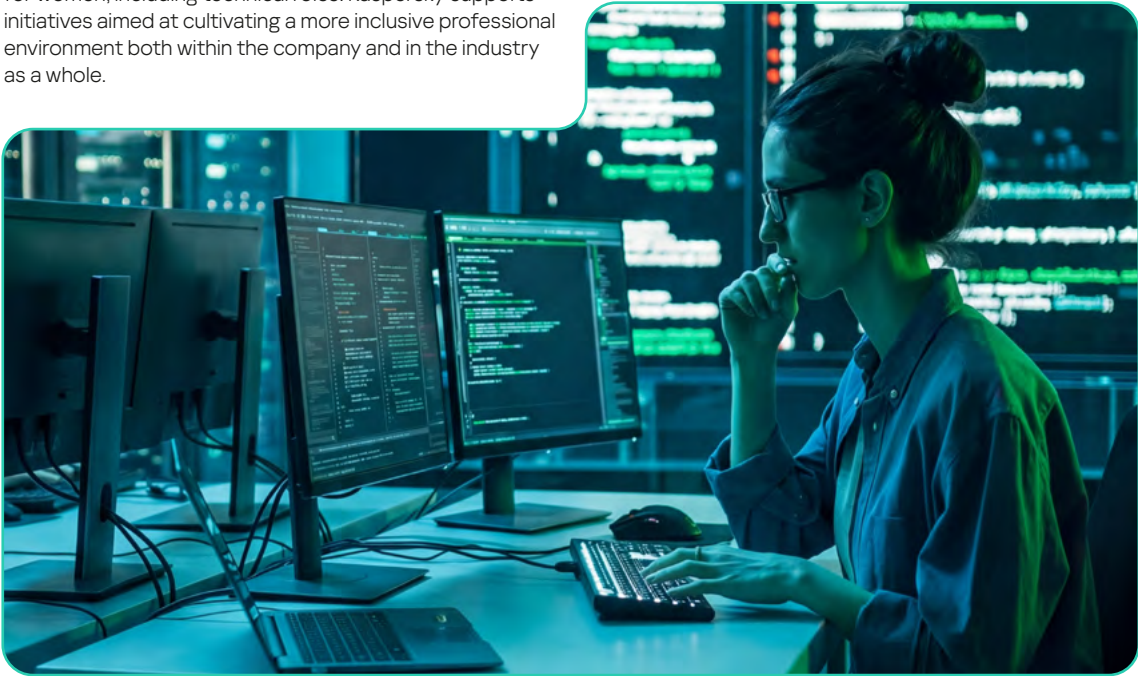
Women in IT

Kaspersky consistently works to demonstrate the diversity of IT career opportunities and create an environment in which people with different experiences and professional paths who share our values can realize their professional potential. This work is carried out across Kaspersky’s global markets.

We focus on overcoming persistent stereotypes about women’s role in the technology sector and on expanding opportunities for professional and career advancement for women, including technical roles. Kaspersky supports initiatives aimed at cultivating a more inclusive professional environment both within the company and in the industry as a whole.

Our approach to supporting women

We believe that sustainable innovation is only possible in an environment where all employees, regardless of gender, have equal access to opportunities, support and recognition. Our initiatives are part of a long-term strategy to create a safer and more inclusive digital world through the diversity of experiences and perspectives of our teams, which include both men and women. This is how we envision the future of IT and cybersecurity: diverse and built on the strength of different voices.



We start with schools and universities

We are committed to making IT education accessible and open to everyone from an early age. Accordingly, Kaspersky partners with schools and universities around the world, conducting lectures, master classes, and internship programs so that all schoolchildren and university students, regardless of gender, can better understand the technology sector and see their own opportunities in IT and cybersecurity.

We foster a women's IT community within the company

Involving and supporting women in the IT industry is an important part of Kaspersky’s corporate culture, which is shaped at the level of the board of directors and senior management. Additionally, women who have already achieved success at various levels actively participate in support programs: they communicate with colleagues and subordinates, share experiences, and inspire beginning IT specialists by their example.

Moreover, we support our internal women’s tech community and initiatives aimed at increasing women’s representation in technology and related roles.

We ensure equal access to career opportunities

Kaspersky strives to be as fair and open as possible to prevent gender discrimination.

We apply a skills-based approach when recruiting new employees for our team. We are primarily interested in candidates’ professional skills, qualifications, and relevant experience. We evaluate competencies without regard to gender, focusing on a candidate’s motivation and the extent to which they share our values and are willing to contribute to the overall mission. This approach helps to minimize the risk of discrimination and maintain a fair and transparent hiring system.

25%

of Kaspersky employees are women

26.7%

Women make up of the global tech industry in 2025¹

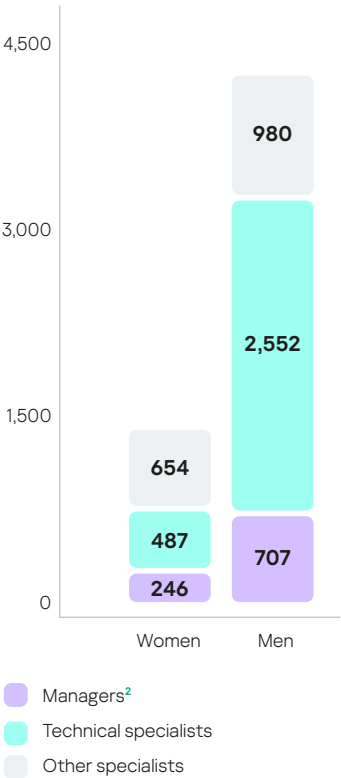
26%

of women at the company hold leadership positions

¹ According to [research](#) by Exploding Topics. The tech sector includes companies working in IT, cybersecurity, AI, cloud technologies and others.

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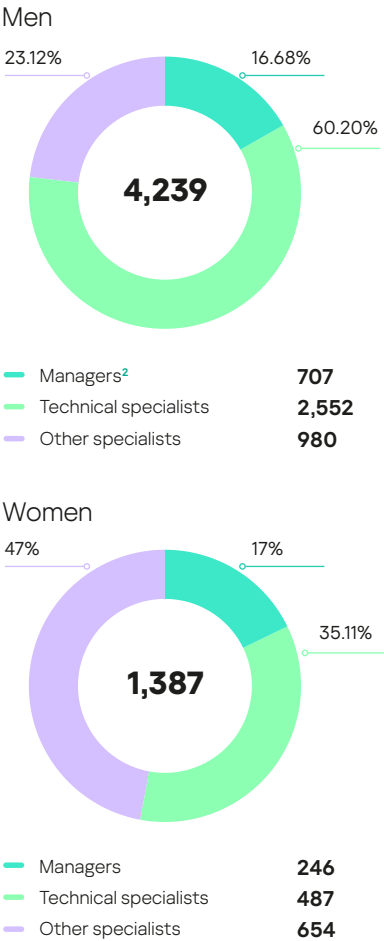
Total number of employees by gender and role category¹



¹ The provided data for Kaspersky's Moscow office as of December 31, 2025.
² Employees who have at least one person reporting to them.
³ As of December 31, 2025.

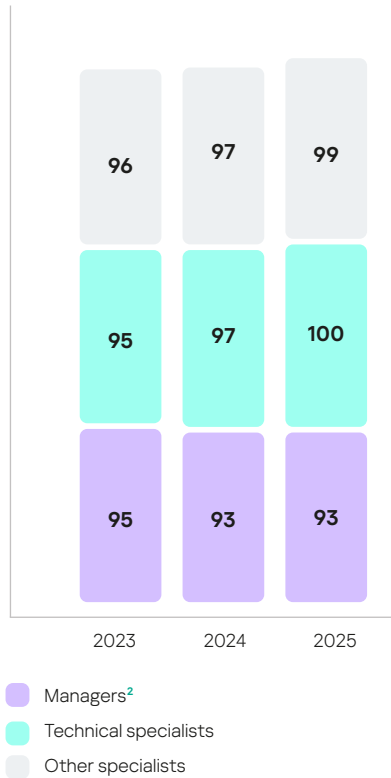
GRI 405-1

Total number of employees by gender and role category³



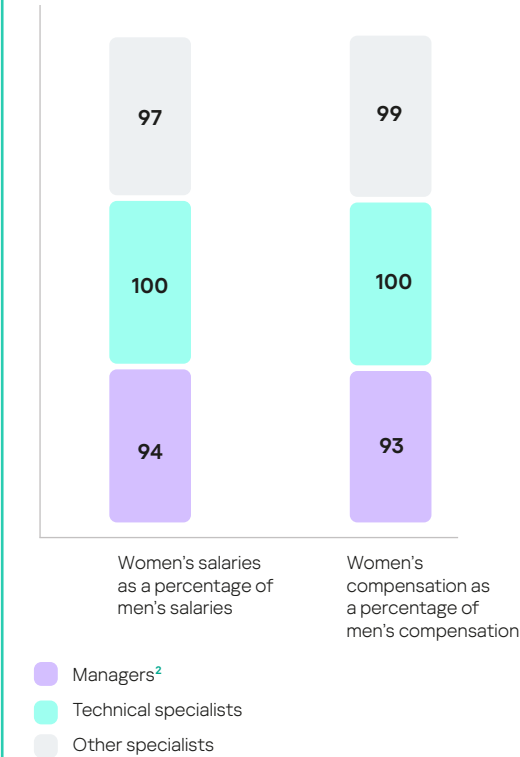
GRI 405-2

Ratio of total target cash compensation⁴ of women and men⁵, %



⁴ Total Target Cash Compensation consists of base salary and a target bonus.
⁵ The provided data for Kaspersky's Moscow office as of December, 31 for the years: 2023, 2024 and 2025.

Ratio of base salary⁶ and total target cash compensation⁴ of women and men in 2025¹, %



⁶ Base salary represents the fixed, guaranteed component of employees' compensation.



We support female employees' parenthood and well-being

In all countries where we operate, we strive to inspire our female employees along their career paths and support them at the most important moments in their lives. Kaspersky offers support programs for parents in every region where we operate, but specifics may vary depending on the laws of a given country.



We bring women together in online communities

In 2021, Kaspersky launched its [Empower Women](#) project, an online worldwide platform about women in cybersecurity and technology that brings together research from various regions, news, and the inspiring [Women in IT](#) podcast, which features female employees. During the reporting period, ten Kaspersky employees in various countries shared stories of their professional and personal development on the platform, and four opinion round-ups and six special projects appeared on the website.

In 2024, we launched our [Letters To The Past](#) project, where our employees share personal and professional stories in the form of letters to their younger selves, describing the challenges they overcame and the lessons that helped them become who they are today.



We inspire the next generation of women in IT

To help the upcoming generation of women in technology, Kaspersky launched the [Future You in Tech](#) global initiative, an online quiz aimed at schoolgirls and female university students choosing their career path. The project helps girls and young women understand the scope of cybersecurity, available roles and career opportunities, and which ones might be right for them based on their personal interests and talents. It also lowers barriers to entry to the profession.

In 2025, we actively promoted the project internationally: we worked with African women in Tech to present the quiz at the Transform Africa Summit, organized by Smart Africa in Conakry, Guinea, and at the Women in Tech special online session of the ATDA¹ conference in Rabat, Morocco. This helped attract more young women from African countries who are considering a career in IT. At the time of writing, more than 180 young women had taken the quiz, and this number continues to grow as the initiative expands its geographic reach.



Special projects about women in tech

Kaspersky implements several global themed projects dedicated to women's role, past and present, in the IT industry.

Our initiatives for 2025 included [Women in the History of Tech](#), which highlights women who helped advance technology in a wide range of fields — from cybersecurity, IT entrepreneurship, and digital education to telecommunications, public digital policy, e-commerce, and public safety. The project's participants included female professionals with experience in tech businesses, startups, the public sector, and educational initiatives, demonstrating the diversity of career paths in the digital industry.

Another initiative is [Mothers in Tech](#), dedicated to our female employees who combine their professional careers with motherhood. The project shows that self-actualization can take different forms and can be tailored to individual life circumstances and priorities.

That same year, we launched another new project: [Confronting IT's Career Barriers](#), an interactive quiz that shows the obstacles that specialists face in technology fields. Participants decide what barriers they are willing to tolerate and learn how these compromises can hinder growth and why they cannot be ignored. The quiz also provides recommendations on how to overcome these barriers and explains their significance in the technology sector.

In total, more than 400 men and women from all over the world took the quiz. They helped identify the most pressing barriers, which included a toxic or unhealthy work environment, overwork, limited career advancement opportunities, insufficiently transparent promotion criteria, and biased employee evaluations. The results demonstrate the importance of changes in corporate culture.

¹ ATDA — Assises de la Transformation Digitale en Afrique, a major industry event on digital transformation in Africa.

Partnerships, events and activities

Kaspersky builds long-term partnerships and actively participates in initiatives that help strengthen women's position in IT and cybersecurity worldwide. We focus on supporting career growth, developing leadership, sharing experiences, and expanding access to digital opportunities for women and girls.

In 2024, Kaspersky sponsored the 100 Women Face to Face project. This initiative included offline and online meetings, as well as a series of webinars on developing women's tech career opportunities. Additionally, BTHaber magazine published an introductory column by Ilkem Özar, Kaspersky's General Manager in Turkey, in which she discussed the project's goals and significance.

The Turkish magazine CIO Update dedicated a special issue to women leaders in IT for International Women's Day. Ilkem Özar, Kaspersky's General Manager in Turkey, joined leading women in the industry in a group photo on the magazine's cover and gave an interview for the print and [video](#) editions, discussing her career path and the importance of inclusion in the tech industry.

In March 2024, Kaspersky held a press conference in Mexico to present its State of Stalkerware report and raise awareness about the problem of digital stalking. The discussion featured Olimpia Coral, a well-known digital rights advocate, and Judith Tapia, Kaspersky's consumer product manager in Mexico. The speakers discussed the impact of stalkerware on users and presented practical recommendations for detecting and preventing it.

As part of a summer boot camp for 800 students from various Turkish universities, organized by BÜSİBER (Boğaziçi University MIS Cybersecurity Center) and Cyber Technology Clubs, Kaspersky held a training day and panel titled "Women in Technology," dedicated to women's growing role in cybersecurity. Ilkem Özar, Kaspersky's General Manager in Turkey, moderated the event, where invited industry experts discussed how to strengthen women's positions in IT and the career opportunities available to them.



Anna Pavlovskaya, Digital Footprint Intelligence Analysis Team Lead at Kaspersky, spoke at the European Women in Tech forum. She presented her research on the psychological profiles of cybercriminals, based on an analysis of informal conversations on darknet forums.

Gladys Yiadom, Kaspersky's Senior Public Affairs Manager, participated in Future Forward Paris, an event organized by the Wonder Women Tech project. During a panel discussion titled "Impact and Resilience: Building a Better Future," she discussed how Kaspersky helps make the world a safer place through educational projects for vulnerable groups and initiatives aimed at supporting women.

Kaspersky served as a consulting partner at the [Women Empowerment Conference](#) (WEC) in West Africa, which brings together women leaders, entrepreneurs, and technology innovators from across the region. The event focused on inclusion, leadership, and women's access to digital opportunities.

In 2025, Kaspersky [signed](#) a three-year memorandum of understanding with Smart Africa. This important partnership aims to advance cybersecurity across the African continent and reduce the gender gap in STEM/ICT through dedicated programs for women and girls.

In 2024–2025, Kaspersky employees served as mentors, conducted [webinars](#), and provided free access to training for [Outreachy](#) interns and other early-career professionals. These activities help young professionals, including women, gain initial skills and experience in IT and cybersecurity.

In July 2025, in collaboration with the Women in Tech Russia community, we organized an online conference: "How to Prove Yourself in IT: Personal Branding and Digital Reputation for Career Growth." The first part featured a roundtable discussion titled "How an IT Specialist's Image is Formed in the Eyes of Employers—From GitHub to LinkedIn, From Old Forums to Conferences," featuring Elena Mikheeva, Talent Development Director at

Kaspersky. The second part featured TED talk-style presentations, including one by Anna Pavlovskaya, Digital Footprint Intelligence Analysis Team Lead at Kaspersky, titled "Stack Overflow, Habr, and Internal Wikis: Digital Footprint or Digital Trail." More than 150 participants attended the online conference.

Kristin McDonald, Kaspersky's Senior Enterprise Marketing Manager for the META region, [was recognized](#) with an industry award for Senior Marketing Leader of the Year at the Women in Technology Forum and Awards 2025. The award recognizes her contribution to the development of the technology sector and the advancement of women in it.

Kaspersky funded and supported the production of a special [Africaines in Tech](#) podcast episode that was recorded in February 2025 and published in November. In the episode, Gladys Yiadom, our Senior Public Affairs Manager, discusses Kaspersky's vision and the steps the company is taking to strengthen women's inclusion in cybersecurity in French-speaking Africa.

In September 2025, Kaspersky and GRAMAX, a trusted partner in protecting critical information infrastructure, held a special session: "Resilience in Action: The Women Beyond the Firewalls." It focused on supporting and advancing women in cybersecurity, examining women's current status in the industry, the progress made, and the challenges that remain. Jaydeep Singh, Kaspersky's General Manager in India, presented the Women in Tech initiative. The program also included keynote speeches and panel discussions on the role of women in the tech sector.

Plans for 2026

In 2026, we will continue to develop current projects and launch new programs aimed at providing women with equal opportunities for career development in various areas of IT and information security. We plan to continue participating in industry conferences and forums, publishing employees' success stories, expanding educational initiatives, and strengthening mentoring and career development programs for women around the world.

Support for employees with disabilities

Kaspersky supports job seekers and employees with disabilities and strives to create an accessible and inclusive work environment. What matters to us is the person and their potential, not their limitations.

When hiring, we evaluate candidates solely on their professional skills, experience, and expertise. Remote work is available for several positions at Kaspersky, and if necessary, a workplace can be adapted to an individual rehabilitation program.

For employees with disabilities, we create all necessary conditions for them to fully realize their potential.

