

Human resources management

GRI 3-3

Employees are Kaspersky’s most important asset. We aim to make working at Kaspersky comfortable and engaging, so everyone can be productive, feel secure, grow, and contribute to the company.



~1,000

new employees joined us

including

>200 interns

13%

of our Russian employees, including two top managers, started as interns and rose through the ranks at the company

Key documents

- Labor Code of the Russian Federation
- Internal labor regulations
- Regulations on Compensatory Payments
- Regulations on Wages
- Personal Data Processing Policy

Our approach to personnel management

We build relationships with our employees based on trust and mutual respect. Our approach is to continuously analyze work processes and the work environment. We strive to listen to employees' needs and support them in every situation. This helps create the conditions necessary for productive work and professional development and, as a result, for the growth of the business as a whole.

Our key objectives:

- ensure decent working conditions and professional development, including competitive pay and a generous benefits package;
- invest in employee training and development, implement new educational programs
- create conditions that foster career growth, expand professional experience, and allow employees to change their career path.

Human Resources Management System

Personnel management is handled by a dedicated department comprising eight functional streams, each narrowly focused on specific tasks. This division of responsibilities helps structure HR management processes and adapt them to the needs of a large international business.

Among other things, this structure includes a separate function associated with international operations.

In addition, Kaspersky regards employee development and investment in its people as a distinct and important function, with several teams specifically dedicated to these matters.



Corporate culture and business ethics

We maintain high standards of governance and business ethics by implementing corporate best practices. Kaspersky’s corporate culture supports employee development, career advancement, and personal well-being.

Key documents

- Labor Code of the Russian Federation
- Guiding Principles on Business and Human Rights

Personnel headcount and structure

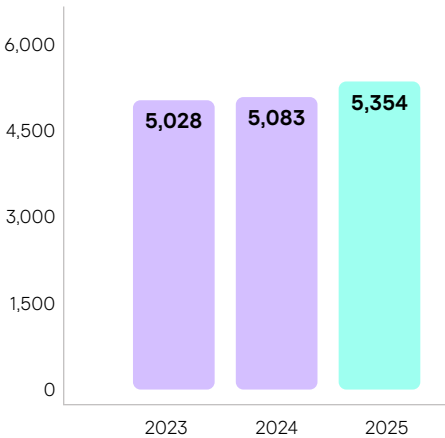
GRI 2-7, GRI 401-1

In 2025, the total number of Kaspersky employees grew by 11.3% year-on-year, reaching 5,691.

In 2025, approximately 1000 new employees joined us, including more than 200 interns. Additionally, 18% of employees have been with Kaspersky for more than 10 years, and 13% of our Russian employees, including two top managers, started as interns and rose through the ranks at the company.

We expect staff turnover to drop significantly, by 5 percentage points, from 15% in 2024 to 10% in 2025. Kaspersky ensures business continuity through human resources management, implements new HR practices, and improves existing ones. We believe in long-term relationships with people and in developing opportunities for their growth within the company. Furthermore, we believe that interesting and challenging tasks, being part of expert teams, and sharing a corporate culture play a key role in retaining talent.

Average number of Kaspersky¹ employees



+11.3%

growth in total employee headcount in 2025 compared to 2024

¹ The previously published figure for 2023 has been adjusted due to a change in the calculation methodology.