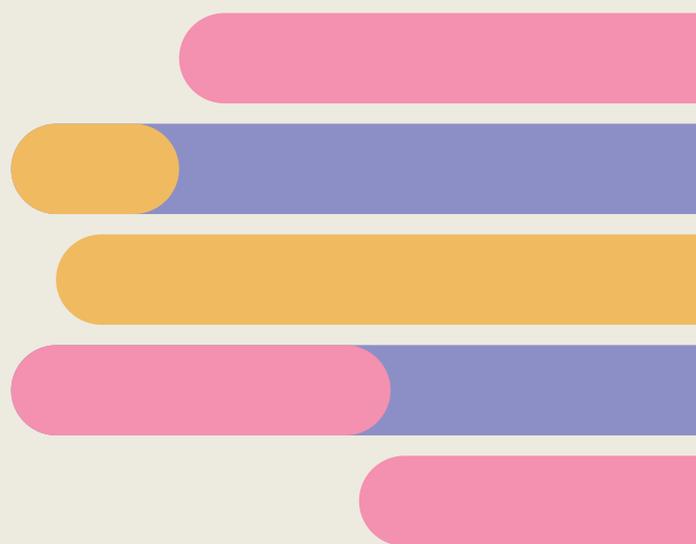


# Index 2020 Report



This material was prepared with the support of The International Renaissance Foundation (IRF) as part of the project "Corporate Equality Index in Ukraine. The material does not reflect the authors' perspective and is not necessarily similar to the point of view of IRF

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# What is Ukrainian Corporate Equality Index?

Ukrainian Corporate Equality Index it is a national study of corporate policies, rules and practices of private and state-owned companies promoting equality and diversity, and prohibiting discrimination in the workplace.

The Index includes research on methods and tools enabling companies to prevent and combat discrimination in the workplace on the grounds of sex, age, disability, IDP status, sexual orientation, gender identity, etc., as well as measures developed and implemented by companies to support human diversity and promote the ideas of equality.

For the first time in its history, the Index places special emphasis on the role of small businesses, including individual entrepreneurs, in ensuring respect for human rights, the values of equality, non-discrimination, diversity and inclusiveness.

Traditionally, when it came to human rights, attention was paid to large corporations and their impact on the lives of people and communities. But in recent years, the idea of the importance of small business in promoting equality and respect for diversity has gained recognition. After all, it is small business that works closest to the person.

The research is a joint development of NGOs "Fulcrum UA", Center "Social Action", "Actual Woman" and the National Assembly of Persons with Disabilities of Ukraine with the support of the International Renaissance Foundation.

# Welcome address of Index 2020 team

## **Tymur Levchuk, Executive director of NGO “Fulcrum UA”:**

In Ukraine the process of forming public value and respect for human rights and diversity continues. Human rights defenders continue to record discrimination and insist on more inclusive and effective human rights legislation.

We welcome Ukrainian businesses that made the decision to join the global movement for equal rights, inclusion and diversity in the workplace. Your support and work in this direction is extremely important, because only by working all together we are able to build a country where equal rights are guaranteed to everyone.

We urge Ukrainian businesses to stay strong in the pursuit of their goals and keep on their hard work. We wish you to include the above topics in your marketing strategies and inform the Ukrainian society about the benefits of an open society for citizens, businesses and state.

## **Nataliia Nagaivska, Head of Kharkiv NGO “Actual Woman”:**

2020 was a year of global change and adaptation. We all quickly learned to work remotely, hold online meetings and support teams in times of uncertainty. Companies began to make more use of online sales channels, as well as to show flexibility in interacting with employees. Due to reduced sales, businesses had to address an important issue: whether to reduce payroll and dismiss staff, or find new approaches to the organization of business processes and teamwork. It is important that Ukrainian businesses choose to respect human rights in times of uncertainty, continue to pursue policies of equality and diversity, and implement additional measures to support vulnerable groups.

Over the years of the Ukrainian Corporate Equality Index, we have seen an increase in the number of companies implementing equality and diversity policies, ensuring product availability and equal employment conditions, communicating with respect and investing in staff development. We believe that a great journey begins with respect and care for our own team and the company's customers. Participation in the Corporate Equality Index helps you become more friendly and open, continue growing and become one of the best employers in Ukraine.

## **Iryna Minkovska and Artem Zakharov, co-founders and leaders of the Educational Center for teachers, parents and children “ME AND MY SCHOOL”:**

This year, for the first time, we decided to take part in a research of the Ukrainian Corporate Equality Index. Why? Because we believe that the issue of non-discrimination in the workplace in Ukraine is still relevant. Among our employees there are young mothers with kids, children of emigrants, among the coaching team we have representatives of LGBT, people of different religions, our space is adapted to serve customers with disabilities.

This gives us the opportunity to take into account different experiences when planning the work of the Center, to constantly expand the circle of like-minded people and by our own example to encourage small and medium-sized businesses to maintain equality and diversity. Ultimately, it is the trust of employees to management and to each other, which has a positive effect on the quality of the company's product or service. And it's not as difficult as it seems at first glance, you only have to make the first step.

# 1. Index 2020 design—changes that have taken place this year

At the end of 2019, the team of the Ukrainian Corporate Equality Index (hereinafter the Index) looked back at the previous years of the Index being implemented, carefully considered all business responses, and decided to launch a new page of our initiative development in 2020.

We truly appreciate all the feedback we received during the first years of the Index from the companies. When we started, our initiative focused on large, global companies that have been operating for many years, have offices in developed countries and have long been leaders in promoting equality and inclusion for their employees, setting the tone for all businesses in different countries. These were and are companies that you want to look to and follow. We are grateful to the first Index participants and market leaders such as Auchan, the British Council, Ernst and Young... who not only set an example for others by filling in the Index and helping us to promote this idea, but also showed by their example that global businesses should work according to the same standards around the world, and the equality policy received by Ukrainian employees should be of the same quality as is equality policy for British, French or American employees.

This approach gave us the first leaders and set a good example for many companies that joined us in the second and third years of the Index, including Ukrainian companies. But our team lacked a focus on needs and issues that would take into account not only large companies and evaluate their success, but also tools that would give us a chance to tell other, smaller businesses about their work in promoting equality and diversity.

New partners of the Index 2020—the NGO “Actual Woman” from Kharkiv helped us to focus on smaller businesses and make efforts to take into account their needs and create a new questionnaire that would suit not only large companies. Thanks to them, two new vectors immediately appeared in the Index—the focus on small and medium-sized businesses and the focus on local businesses, so far in Kharkiv, but we hope for a rapid expansion of the audience in the future.

So, in 2020, we first, taking into account the feedback from our respondents for previous years of the Index, made changes to the main questionnaire and simplified it. Now you will not see in the Index different blocks of questions about different

protected characteristics. Now each company has to answer only 10 questions, you can and should choose a few answers to best describe the processes in your team and show as much as possible what to do to you adhere to the principles of equality and inclusion.

Also, we have created a version of the questionnaire adapted to the needs of small and medium-sized businesses, so each company, depending on its size and stage of development, independently chooses which questionnaire to take\*.

\* However, we urge Ukrainian offices of large international companies to fill out a questionnaire for big businesses. It is only fair, because you work closely with your international team, you often use the experience and developments of the entire global team, and have global policies that should apply equally to Ukrainian employees in other countries. It also seems unfair to compare the capabilities and resources of the Ukrainian branch of a large global company and a small local startup.

## Before 2020

## In 2020 and in future

1 big questionnaire for 3 blocks, 10 questions each

only 1 block of 10 questions

1 big questionnaire, mainly related to big businesses

2 separate questionnaires for big, medium-sized and small businesses

Characteristics before 2020—each block of questions on 1 group/protected characteristic: women, people with disabilities and LGBT+

Characteristics in 2020 (and in future)—questions are related to many protected characteristics: sex, disability, sexual orientation and gender identity, IDP, age, etc.

## What else is new in the Index 2020?



detailed explanations and examples for each of 10 questions to help companies assess what they already have and complete the questionnaire as accurately as possible;



the possibility to choose several answers and get higher scores, describing what the company is doing in the field of diversity and inclusiveness as best as possible;



the questionnaires take into account the specifics of large, medium-sized and small businesses;



separate anonymous questionnaire for employees\*

\* See in more details in the next unit.

## 2. First detailed questionnaire for employees

In 2020, in addition to changes to the structure of the Index questionnaire, which we send to companies and which is often filled out only by employees of human resources departments, sometimes together with directors and owners of companies, we wanted to know the opinion of employees.

We wanted to know whether the important issues that are raised and promoted by the Index, in addition to creating a direct ranking of companies, are also important for employees. Or whether people who work in Ukrainian companies or Ukrainian offices of large global companies do not care what these companies guarantee in the field of equality, inclusion, diversity?

The answer we got was the following: Ukrainian employees care about these issues. Of course, the research we made is not a sociological one, we did not follow the sample and cannot claim that our result reflects the general national and representative opinion, but there is a lack of data on this topic, so we will consider our attempt only the first step and hope that in the future, companies will support and conduct such surveys, because knowing what motivates employees to stay with the company and invest efforts in joint development is first and foremost important for company management to successfully plan their work with teams.

From the answers received, we can state that at least the words “diversity”, “equality” and “equality policy” are already familiar in the Ukrainian employment market. The vast majority of respondents said that when choosing a job, they pay attention to the company’s compliance with the principles of equality and diversity.

The questions we asked employees are almost identical to the questions offered in the Index to companies for self-assessment. This is a question of the availability and knowledge of equality policy by teams. The question of the availability and effectiveness of internal mechanisms for filing complaints of discrimination and other violations of employees’ rights. The question of collecting data on the diversity of team members and what they know and how they imagine this process, whether they understand its importance and whether they have doubts about the protection of personal data. We were also interested in how employees assess the non-discrimination of various internal regulations and rules and whether they see educational efforts in their companies, or consider them sufficient to be aware of their rights.

At least a quarter of respondents are aware of the availability of anti-discrimination provisions in corporate documents and have read the policies of the company they work in and know their content. At least half of the companies surveyed have mechanisms for anonymously filing complaints in the event of discrimination or

other violations of employees' rights. Only a small proportion of respondents note that the availability of a formal complaint mechanism does not solve the problem, as employees are afraid to use it (10.5%).

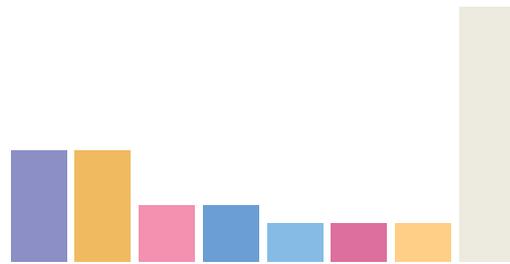
We think that the results of such a survey will be useful to managers and HR professionals in order to improve their work on education and team building. It makes sense to pay attention both to the dissemination of information about corporate rules and values, and to think about what internal procedures may need to be clarified. Together with the Index tool, conducting such an anonymous internal survey can help the company set priorities for further work.

Respondents are employees of:

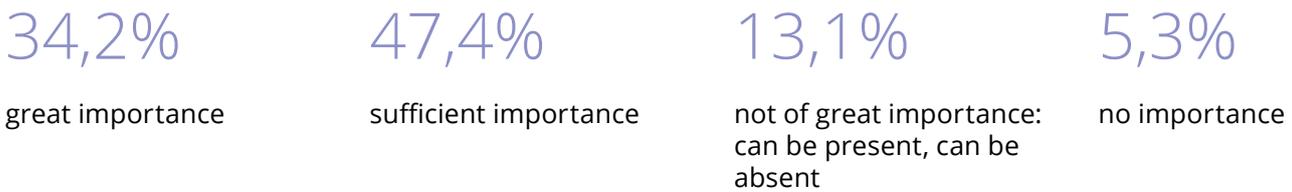


The companies where the respondents work represent different spheres of activity:

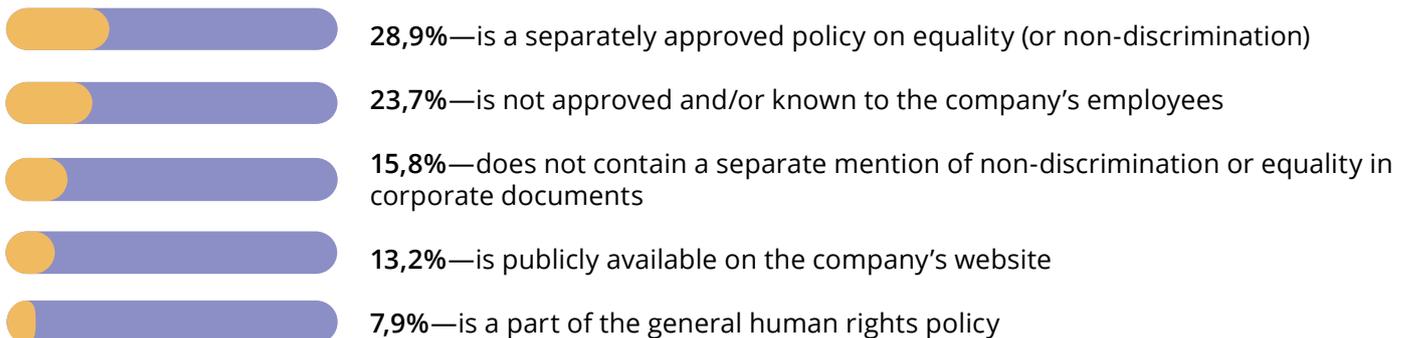
- education—15.8%
- information and/or telecommunication 15.8%
- agriculture—7.9%
- healthcare—7.9%
- wholesale and retail trade—5.3%
- food industry—5.3%
- advertising—5.3%
- other spheres—36.7%



When potential employees choose a job, the company's compliance with the principles of equality and diversity is a criterion of:



In companies, the policy of equality/non-discrimination/respect for diversity:





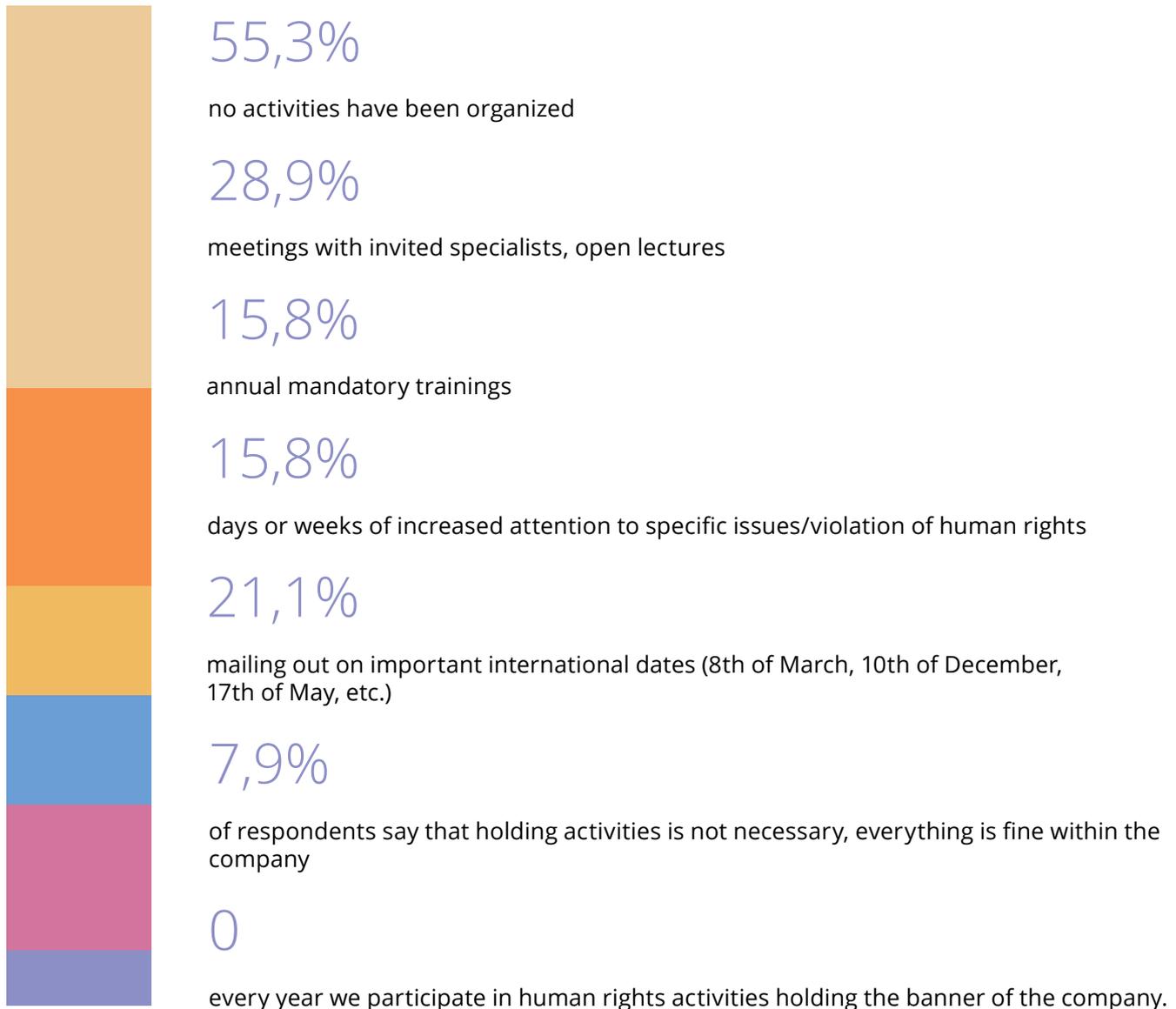
7,9%—involves the work of a responsible person or department that cares about equality



2,6%—is not known to the employees of the company

0—yes, I know that when developed the policy has been discussed with the team.

## Companies conduct the awareness-raising activities on respect for diversity/ non-discrimination:



# 3. How COVID-19 has affected businesses and adherence to the principles of equality and non-discrimination in Ukraine

Major challenges caused by COVID-19 have affected all areas of the relationship, leading to new risks of negative human rights impacts in the course of doing business and increasing the vulnerability of many people. For employees, consumers, customers, suppliers in supply chains, for communities where businesses operate, responsible business behavior in the field of human rights under the circumstances of a global challenge has become especially important.

92.3% of large companies and 80% of small and medium-sized businesses said<sup>1</sup> that COVID-19 affected them. The global trend shows that small and medium-sized businesses are more vulnerable in the context of COVID-19, as they have fewer resources that can be used in times of crisis.

At the beginning of the pandemic and the global quarantine, there were no clear guidelines, regulations or effective frameworks for companies on how to act to minimize their losses and keep the team. Now analyzing both Western and Ukrainian experience, we can identify several trends in how different companies are trying to act to stay afloat and not to lose the team and minimize losses.

## Trend 1

### Forced digitalization and mass transition to distance work

Digital and remote offices, online commerce, all possible meetings and negotiations through ZOOM and other platforms, digital payments, online education and other services, etc.

75%

of large companies said they started using online sales channels more. This figure is lower among small and medium-sized businesses—40% of respondents.

50%

of small and medium-sized companies reported a decline in sales due to restrictions for doing business. Among large companies, the figure is the same—50%.

## Trend 2

### Dismissal of staff

Another common feature of COVID-19 has been that companies have taken cost-cutting measures due to the large-scale economic challenges that most businesses faced in connection with COVID-19. Such measures include dismissal of employees or reducing their working hours with a proportional reduction in salaries. Temporary and permanent reduction of premises, both commercial and offices.

92%

of large companies said that they kept staff during the crisis, i.e., did not resort to layoffs. Small businesses have similar figures. Such actions correspond to models of responsible business behavior. The companies used the following scenarios:



50% of respondents managed not to reduce salaries. Among small companies, the figure is about the same.



10% of large companies and 20% of small companies sent employees to unpaid leave for a certain period of time.



30% of large companies and 15% of small ones reduced the salaries.



The rest of the respondents (10% among large companies and 15% among small and medium-sized businesses) did not answer the questions.

## Trend 3

### The rapid development of flexibility in management and decision-making approaches

In the days of COVID-19, it is important for companies to demonstrate flexibility in the organization of work and interaction with employees. This is caused by additional threats to health, as well as the need to balance professional and family responsibilities, and so on. All respondents said that they became more flexible (working outside the office, working hours, using online planning tools, etc.).

## Trend 4

### Attention to employees and their vulnerability, team keeping requires the development of customized solutions for the needs of different employees

Regarding the most vulnerable categories of employees during a pandemic:

60%

of companies reported increased vulnerability of female employees (the answer is predominant) and employees with young children

30%

reported the vulnerability of older employees

20%

reported the vulnerability of employees from small satellite towns.

The companies used various tools to minimize the negative impact of COVID-19 on their teams:



80% of large companies and 60% of small ones reported the provision of personal protective gear against coronavirus to employees.



15% of large companies provided retraining for employees. Among small businesses, this event was more popular—30% of companies resorted to it.



Only 8% of large companies and 20% of small companies transited to a 4-day working week.



It is important to note that maintaining mental health is becoming a major problem for employers as more of them experience increased anxiety, loneliness and depression due to remote work, physical distancing, business and school closures.

60% of large companies reported that they introduced psychological counseling for employees during COVID-19. Among small businesses, this figure is lower—25%.

<sup>1</sup>All data obtained from the participants of the Index 2020—this year, given the pandemic and the challenges businesses are facing, we added more questions about survival strategies during quarantine to the questionnaire.

## 4. New Ukrainian national and local leaders: TOP-5 small and medium businesses

In 2020, for the first time, small and medium-sized businesses took part in the Corporate Equality Index by filling out a specially designed questionnaire.

### TOP-5 companies of small and medium-sized business rating:

77 points

#### **“Info Sapiens” LLC**

specializes in conducting social and marketing research, and builds its work on the values of professionalism, social responsibility and non-discrimination. The company systematically expresses its commitment to the values of equality and respect for diversity, they evaluate what situations in their activities have high risk of discrimination, taking into account all the protected characteristics. They maintain statistical records of employees belonging to vulnerable groups in order to plan support activities, identify their special needs, and comply with diversity. The company uses mechanisms to identify and complain about cases of discrimination.

69 points

#### **YaelAcceptic**

works in the field of information technologies. The company uses the policy of equality, which was being developed with the participation of the team. When hiring, this policy is communicated to each new employee. The company has an internal mechanism for submitting (anonymous) reports of cases of discrimination, harassment or contempt; based on the results of the review, they decide what measures should be taken, and report on the results of the review of cases.

67 points

#### **The Educational Center for Teachers, Parents and Children “ME AND MY SCHOOL”**

pays special attention to ensuring architectural accessibility: all rooms are located on one floor, there are contrasting glass door markings, steps are highlighted with a yellow contrasting stripe, there are tactile pointers on the floor, they have universal toilet. The educational center conducts regular evaluations of non-discrimination activities, the evaluation mechanism covers both internal relationships (risk of discrimination against employees) and external (consumers, community members).

64 points

## The farm “Green for you”

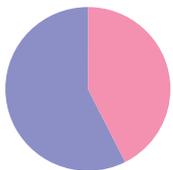
pays special attention to whether its potential business partner respects the requirements of equality and non-discrimination: the company analyzes open data on the activities of the counterparty, and in case of discrimination, asks to provide information to correct the situation or refuses to cooperate. The company has a person responsible for assessing non-discrimination actions. In their job ads, in addition to the characteristics that are crucial for the nature of the work performed, the company emphasizes that they hire employees with IDP status, disabilities, small children, students or the elderly.

56 points

## IT-company WiserBrand

defends the value of equal rights for all citizens of Ukraine. The company analyzes the terms of contracts and other forms of cooperation from the point of view of possible risks of discrimination, collects statistical information about employees in order to ensure diversity in the company’s team, in their job ads they indicate they are hiring everyone without discrimination. To raise the awareness of employees, the company conducts training events.

### What did we learn about small and medium-sized businesses?



Small and medium-sized companies mostly do not prepare or publish reports with non-financial indicators on their work (indicators that include issues of equality, non-discrimination and/or human rights—74% of respondents).

49%

of respondents say that management and owners systematically emphasize respect for the values of equality/non-discrimination/respect for diversity.

In 18%

of companies, each new employee is informed about the equality policy when being hired.

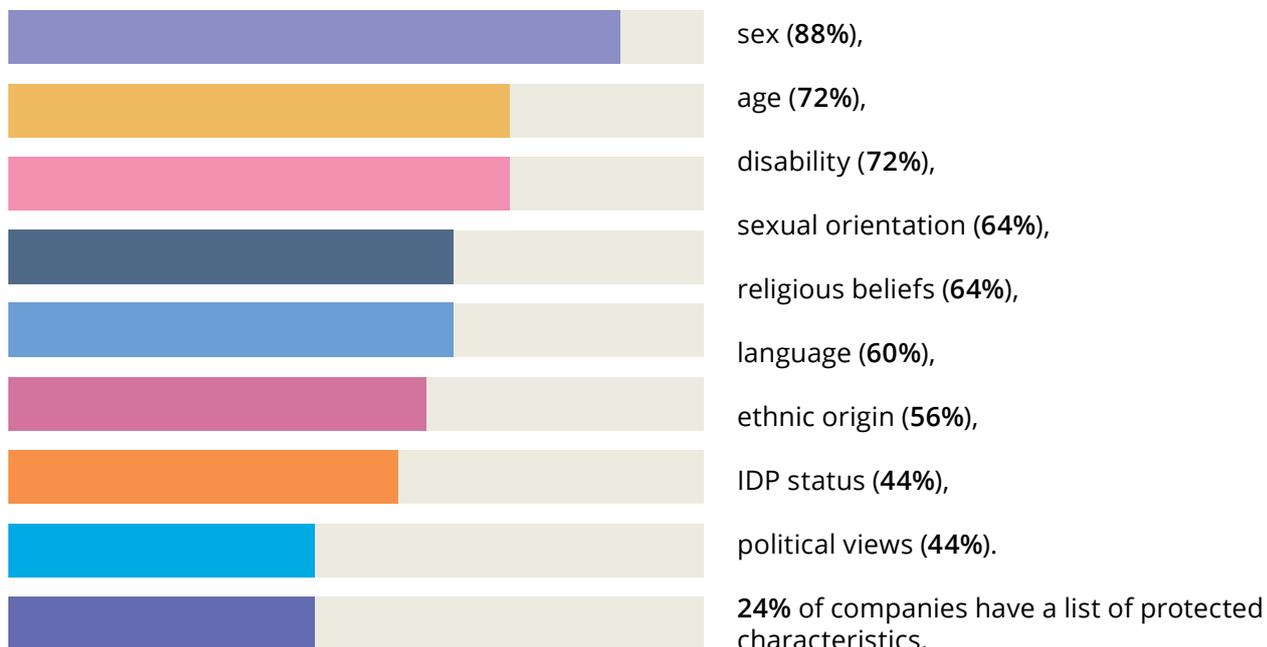
39%

of companies said that their employees were aware of how to prevent discrimination,

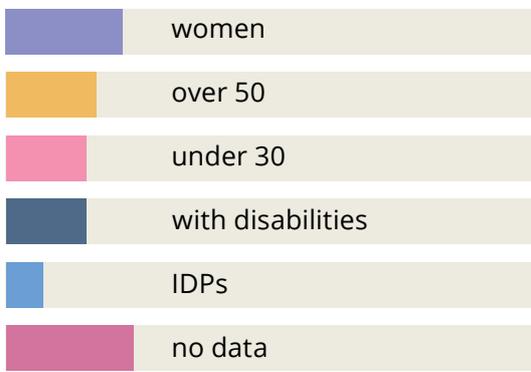
18%

of companies identified a list of issues that allow to assess situations with a high risk of discrimination.

Companies mainly assess the risks of discrimination situations and take into account the following characteristics:



16



Small and medium-sized companies keep statistics on employees in the following groups:

women (22%), employees over 50 (17%), employees under 30 (15%), employees with disabilities (15%), IDPs (7%).

24% of companies said they did not have such statistics. The company's statistics are mainly used to develop mechanisms to identify possible special needs of relevant groups of employees (31%).

72%

Most small and medium-sized companies do not indicate the desired characteristics of employees when job vacancies are announced and employ everyone without discrimination

26%

of companies use the approved list of questions for all candidates,

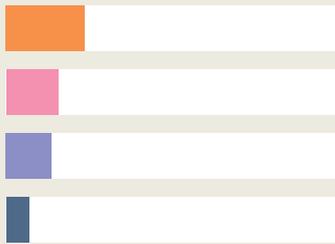
32%

of companies do not ask questions about private life.

35%

of companies do not use a standardized interview procedure and ask questions that depend on the nature of the job and/or job requirements.

Small and medium-sized businesses to ensure architectural and information accessibility mainly:



use reasonable accommodation (23%)

or premises on the same floor/in buildings equipped with an elevator/lift (16%),

work in buildings with barrier-free entrance or with an installed ramp with tilt angle up to 10% (14%).

Only 7% of companies said that their site is adapted for the visually impaired people.

12% / 41%

In order to raise the awareness of employees about non-discrimination, the companies regularly (12%) and irregularly (41%) hold events

26%

distribute information materials and useful resources on non-discrimination and respect for equality.

31%

of companies have a special mechanism for reporting (optionally anonymous) cases of discrimination, harassment, contempt,

23%

of companies provide access to the mechanism for both employees and people from outside the company.

The companies that took part in the survey are mainly interested in whether their potential counterparty (business partner) respects the requirements of equality, non-discrimination, respect for diversity:



27% of companies analyze open data on counterparty's activities,



27% of companies analyze contract terms and other forms of cooperation in terms of possible risks of discrimination.

# 5. Large companies that hold leadership steadily and set trends

Over the years of the Index, a close circle of permanent, reliable and committed to equality and respect for the diversity partners has already been formed among regular participants in large businesses. This is mainly Ukrainian branches of global companies, which not only were the first to believe in the Index, but also always helped our team to promote the values of the Index among their business partners.

## TOP 5:

94 points

The British Council

80 points

EY Ukraine

80 points

EPAM Ukraine

79 points

Lush Ukraine

78 points

Auchan Retail Ukraine

We are incredibly happy when new names and new companies join this circle of leaders, as it is difficult to set such a high level of adherence to the principles of equality, respect for diversity and non-discrimination. We value this work and consider the dissemination of information about leaders and their achievements to be one of the most important missions of the Index. In this report, we decided to focus on new names for the Index, but these are not the results of the TOP among large businesses. They are also leading companies, all of which have a high score and demonstrate a commitment to the values we promote.

## TOP 6 companies that participated in Index for the first time:

80 points

EPAM Ukraine

Since 2005, EPAM Ukraine has been using its engineering and product development expertise to help its customers solve their most complex business challenges and make a digital transformation. The company has an equality policy with an open list of characteristics and the employee responsible for these issues, it is situated in an accessible office and annually raises awareness of its employees on respect for diversity and non-discrimination.

71 point

Beetroot

The company, involving more than 450 people in Ukraine and Sweden, includes research offices in Kyiv, Odessa, Kharkiv, Poltava, Ivano-Frankivsk, Kremenchuk and Stockholm, uses commercial tools to achieve its social mission—to become the most efficient technology company in Ukraine. The company is interesting as

it does not have formalized policies, but instead uses a code of conduct, which all team members get familiarized with in the process of work, they also participate in its formation; the company conducts regular team training and jointly celebrate important international dates.

The company says about itself:

“We believe that people need the best possible working conditions and constant personal development. We want to include everyone, regardless of gender, religion, skin color or sexuality, and spread openness and responsibility.”

71 point

GSK Ukraine

For more than 25 years GSK Ukraine has been providing Ukrainian patients with high-quality medicines and today employs over 400 people across all regions of Ukraine. GSK has an equality and non-discrimination policy. The company announces that they hire everyone without discrimination on any grounds. The company also avoids sexist advertising, language and content and conducts training for its employees.

70 points

AB InBev Efes

AB InBev Efes is one of the leaders of the Ukrainian brewing market and a joint venture of the world’s largest brewery Anheuser-Busch InBev, as well as the largest Turkish brewery Anadolu Efes. On the territory of Ukraine, the company has 3 breweries: in Chernihiv, Mykolayiv and Kharkiv. The company has a published equality policy, they have a simple anonymous complaint mechanism for violations of the company’s values, they organize training and they are committed to the UN Global Sustainable Development Goals.

65 points

Carlsberg

Carlsberg Ukraine has plants in Zaporizhia, Kyiv and Lviv. The company employs more than 1,350 people. The company is also committed to the UN Global Sustainable Development Goals, has an open equality policy and publicly proclaims its values:

“we hire, develop and promote employees regardless of their race, skin color, gender, language, religion, political or other beliefs, caste (class), national or social origin, property, place of birth, membership in any union, sexual orientation, health status, age, physical disabilities or other differences”.

65 points

Gameloft

All Gameloft games are independently developed. The company has one of the largest digital game development teams with 2,500 developers working in production studios to create quality games that are compatible with devices around the world.

**Companies that have also shown good results:**

76 points

Shell Retail Ukraine

69 points

Danone Ukraine

## Trends in equality, respect for diversity and non-discrimination set and promoted by large companies:

### Trend 1

Mandatory formalization and the presence of a policy on equality or respect for diversity in one form or another:

yes, there is a separate policy on equality (or non-discrimination), so, the policy is publicly available on the company's website, we have a responsible person or department that deals with issues of equality (45%), the policy is publicly available on the company's website (15%), it is part of the general human rights policy (31%).

### Trend 2

Keeping statistics (reporting) of employees on various characteristics:

sex (85%), employees under 30 (92%), employees over 50 (77%), IDP (46%), employees with disability (77%). 97% of companies explain why they collect and how they use this data to ensure diversity in the company's team, to plan measures to promote and support certain categories of employees, when planning corporate events, and this information is also reflected in the external positioning of the company.

### Trend 3

An important issue from the point of view of ensuring the principle of equality is the issue of standardized interviews when hiring.

These tools are used by 88% of respondents, another 8% separately note that they do not ask questions about the private life of candidates and only 8% talk about various questions depending on the nature of the work performed.

### Trend 4

We also added to the questionnaire two questions that concern not so much the employees themselves, but show how the company's values and principles are embodied in its external positioning and marketing strategies.

This year's Index participants noted that they attract people of different sexes, ages, nationalities, gender identities and sexual orientations, people with disabilities to be mentors, ambassadors of their brand and avoid sexist advertising, language and content (11%).

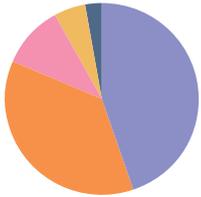
Also, we are always happy to see companies turn to publicly support the UN Global Sustainable Development Goals<sup>2</sup>.

<sup>2</sup>More on sustainable development goals following the link:  
<https://www.ua.undp.org/content/ukraine/uk/home/sustainable-development-goals.html>.

# Annex 1

## Results of the questionnaire for employees

The number of respondents was 38 persons



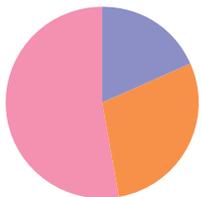
### Age group:

- 44,7% aged 20–30 years
- 36,8% aged 30–40 years
- 10,5% aged 40–50 years
- 5,3% aged 50–60 years
- 2,6% under the age of 20

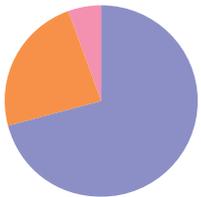


- 28.9% persons are single
- 21.2% persons have a partner
- 15.8% persons have a husband/ a wife
- 15.8% persons have a husband/ a wife and two children
- 10.5% persons have a husband/ a wife and a child
- 2.6% persons have a husband/a wife and three children
- 2.6% persons are single mothers
- 2.6% persons didn't answer the question

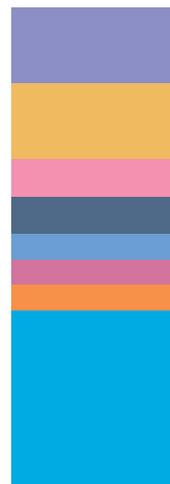
### Respondents are employees of:



- Small companies—18,4%
- Medium-sized companies—28,9%
- Large companies—52,7%

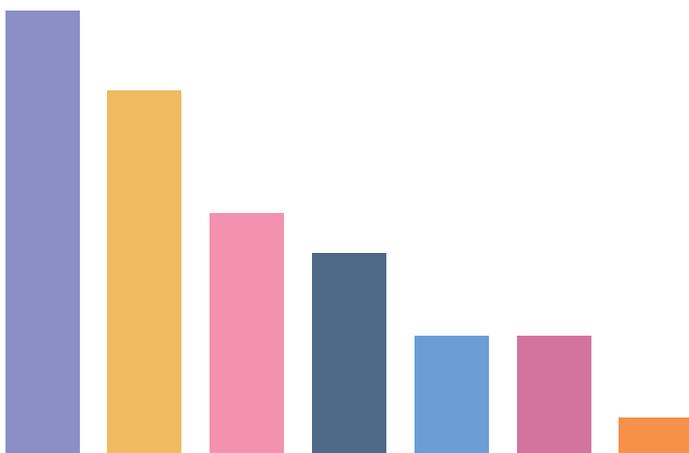


- Ukrainian companies—71.1%
- Branch of a foreign company—23.7%
- Joint ventures with Ukrainian and foreign capital—5.3%

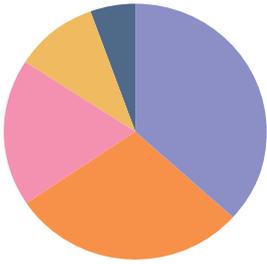


- ### Companies where the respondents work represent different spheres of activity:
- education—15,8%
  - information and/or telecommunications 15,8%
  - agriculture—7,9%
  - healthcare—7,9%
  - wholesale and retail trade—5,3%
  - food industry—5,3%
  - advertising—5,3%
  - other spheres—36,7%

### In companies, the policy of equality/non-discrimination/respect for diversity:



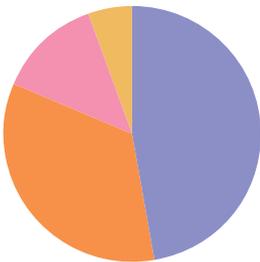
- 28,9%—is a separately approved policy on equality (or non-discrimination)
- 23,7%—is not approved and/or known to the company's employees
- 15,8%—does not contain a separate mention of non-discrimination or equality in corporate documents
- 13,2%—is publicly available on the company's website
- 7,9%—is part of the general human rights policy
- 7,9%—involves the work of a responsible person or department that cares about equality
- 2,6%—not known to the company's employees
- 0—yes, I know that this policy was discussed with the team when being developed.



When potential employees choose a place of work, the company's compliance with the principles of equality and diversity is a criterion of:

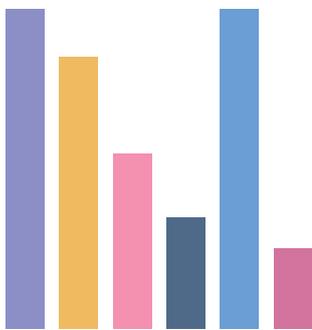
- 47.4%—great importance
- 34.2%—sufficient importance
- 13.1%—not of great importance: can be present, can be absent
- 5.3%—not a great importance
- 0—no importance

Companies:



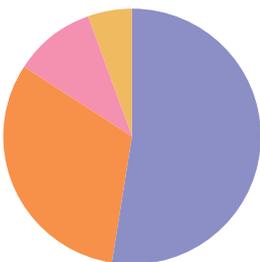
- 36.8%—have a special anonymous mechanism for dealing with cases on discrimination and/or harassment and a special person/department that takes care of equality issues
- 28.9%—do not have such a mechanism
- 18.4%—have a special anonymous mechanism for reviewing complaints on discrimination, whatever the issue is the subject of such a complaint
- 10.5%—have a formal "mechanism", but everyone is afraid and no one uses it
- 5.3%—do not ensure the effectiveness of such mechanisms
- 0—I will never tell anyone about this, they will not believe it anyway.

According to the respondents, the company can/could use segregated statistics based on employees' characteristics for the following purposes:



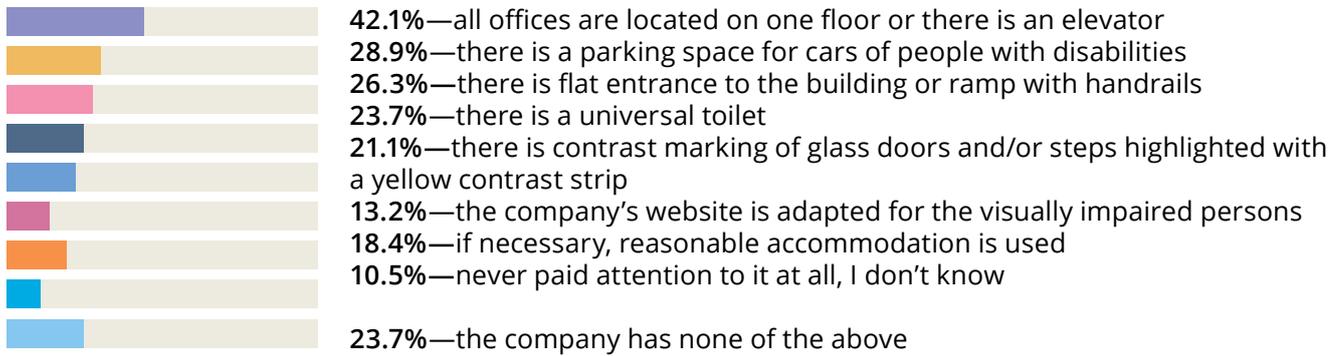
- 52.6%—to ensure/promote diversity among staff by management
- 44.7%—to plan assistance/support measures for certain categories of employees
- 28.9%—to plan corporate events
- 18.4%—to reflect in the external positioning of the company in order to attract new customers and/or employees
- 52.6%—to develop mechanisms for identifying possible special needs of relevant groups of employees
- 13.2% of respondents do not want the company to collect such data because they are preoccupied about privacy

Interview procedure for filling job vacancies/while promoting employees, which includes prevention of discrimination, in the company:

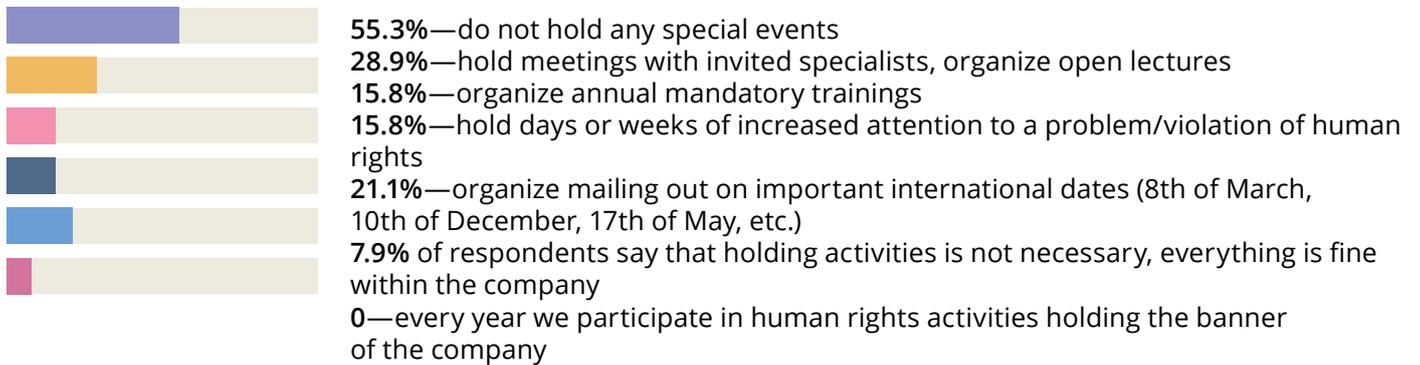


- 52.6%—is not standardized, the questions depend on the nature of work and/or requirements for the position the candidate is applying for
- 31.6%—is standardized, respondents have never been asked about their private lives
- 10.5%—is not standardized, as far as respondents know, different questions are asked to different candidates
- 5.3%—is standardized, there is an approved unified list of questions for all candidates

The premises where the respondents work meet the following standards of architectural and/or information accessibility:



Companies conduct the following awareness-raising activities on respect for diversity/non-discrimination:



### Cases of companies where respondents worked or work:

“Corteva is recognized as the winner of the 2020 Best Place to Work ranking for LGBTQ + Equality” by Human Right Campaign; we have Pride Week, we prepared colorful backgrounds for ZOOM, held a series of events for people who are members of or are friends of the LGBTQ community, company management and corporate communications had a series of conversations on the importance of maintaining diversity and equality. The company is also a signatory to the Declaration on Gender Equality and Combating Domestic Violence at the initiative of the United Nations Population Fund. There are working groups and communities: LGBT, African Americans, Asians, Young Professionals, Latinos, People with Disabilities, Veterans and Women. The company conducts a number of initiatives and research to promote the development of youth and women in agriculture”

(respondent aged 30 to 40 who works in the company in the field of agriculture, number of employees—from 100 to 250 people)

“They organize inclusion week and have parenting support policy”

(respondent aged 30 to 40 working for a company in the food industry, number of employees—from 501 to 1000 people)

“Parenting Policy, Danone Inclusion Week”

(respondent aged 30 to 40 working for a food industry company, number of employees—from 501 to 1000 people)

“Unfortunately, the management understands gender issues only as a declaration of equal opportunities for women and men. The topic of LGBT is taboo, the topic of different levels of salaries is not raised either”

(respondent aged 50 to 60 who works in a company in the field of education, number of employees—from 251 to 500 people)

“Week of Inclusion and Diversity”

(respondent aged 30 to 40 working for a company in the food industry, number of employees—from 501 to 1000 people)

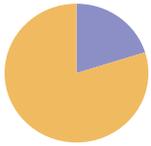
“All procedures look well on the paper, but no one follows them”

(respondent aged 30 to 40 working in a humanitarian organization, number of employees—from 51 to 100 people)

# Annex 2

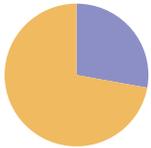
## Results of the questionnaire for small and medium-sized business

### Participation in the Corporate Equality Index:



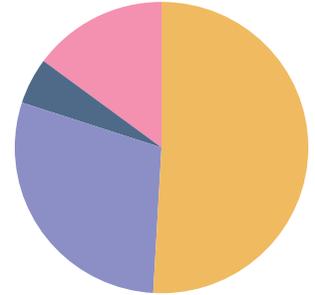
Participated before—20% of the companies  
Did not participate—80% of the companies

### Participation in other ratings:



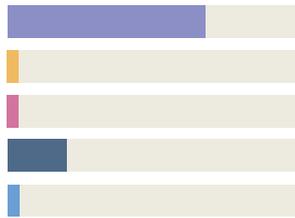
Participated before—28%  
Did not participate—72%

### Number of employees:



from 1 to 10—52%  
from 11 to 50—30%  
from 51 to 100—4%  
from 100 to 250—15%

### Share of foreign investments in the authorized capital of the company:



the company has no foreign investment in the authorized capital—68%  
from 0 to 25%—4%  
from 26% to 50%—4%  
from 75% to 100%—20%  
no answer—4%

### Is the company interested in whether its potential counterparty (business partner) respects the requirements of equality, non-discrimination, diversity?:



yes, the company analyzes open data, if any, on the activities of the counterparty—27%



the company analyzes the terms of contracts and other forms of cooperation in terms of possible risks of discrimination—25%



yes, in case of establishing facts of discrimination by the counterparty, the company asks the counterparty to provide information on the correction of the situation or refuses to cooperate—16%



yes, the company asks the counterparty about its policy regarding these issues—16%



no—9%

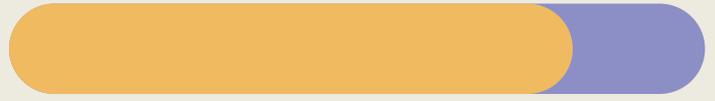


yes, the company includes a clause on the need to respect the requirements of equality, non-discrimination, diversity in the contracts it enters into—7%

1. Does the company prepare and publish reports with non-financial indicators of its work, which include issues of equality, non-discrimination and/or human rights:



yes—26%



no —74%

2. Does the company show its commitment to the values of equality/non-discrimination/ respect for diversity?



yes, the company's management systematically emphasizes respect for these values—49%.



yes, when hiring, this policy is communicated to each new employee—18%



this policy was discussed with the team when being developed—16%



yes, there is a separate, written policy on equality (or non-discrimination)—9%



yes, the policy is publicly available on the company's website and/or at the request of any interested person—9%

3. Does the company assess what of their activities are of potentially high discrimination risk?



employees who face such situations in their activities are aware of how to prevent discrimination—39%.



the company has identified such issues—18%



the company has a person (department) responsible for assessing the company's activities to prevent discrimination—16%

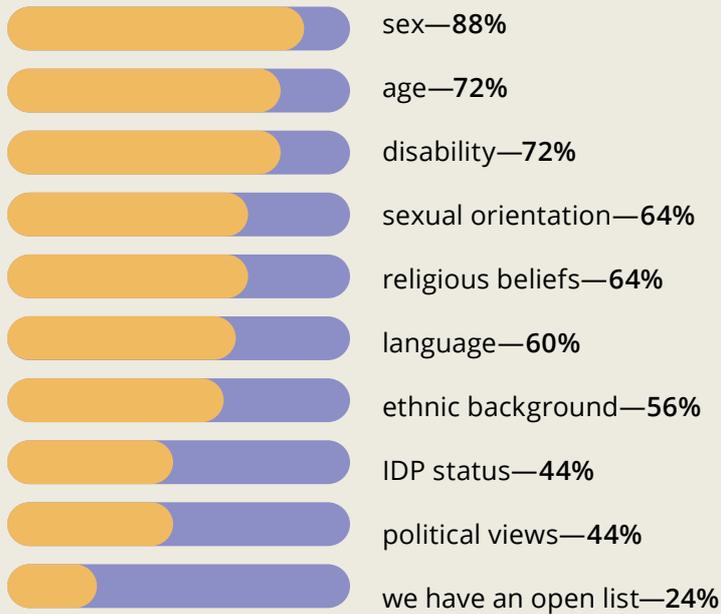


there is a mechanism for regular assessment of the company's activities to prevent discrimination—13%

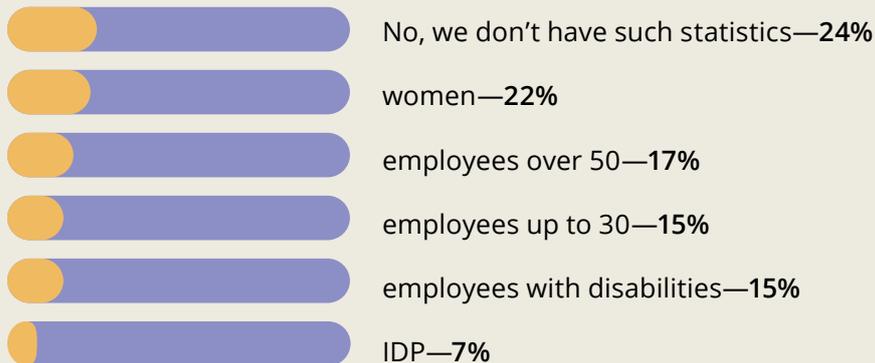


the mechanism of such an assessment covers both internal relations in the company (the risk of discrimination against employees) and external (consumers, residents of the community where the company operates)— 13%

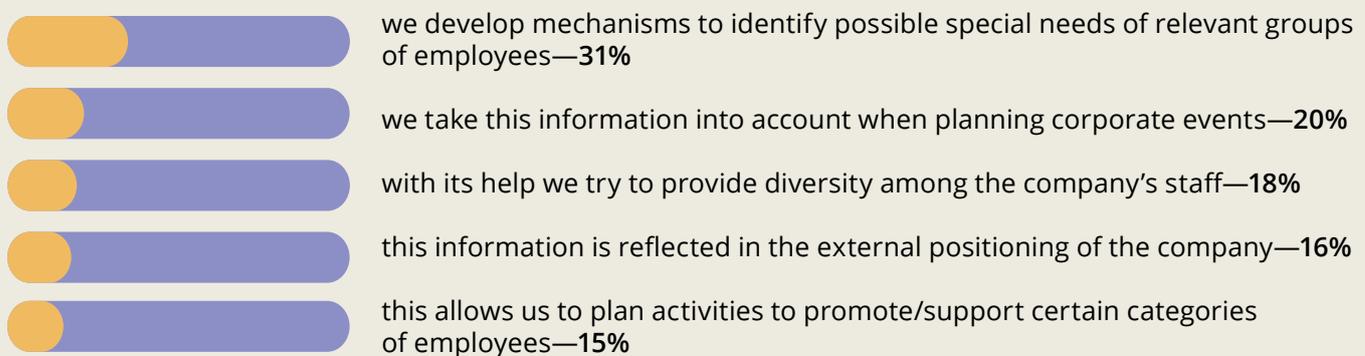
4. If risk assessment is carried out, which discrimination-protected characteristics are taken into account?



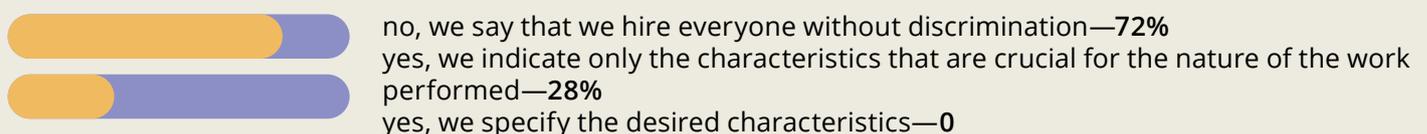
5. Does the company keep statistics on employees? If so, on what grounds?



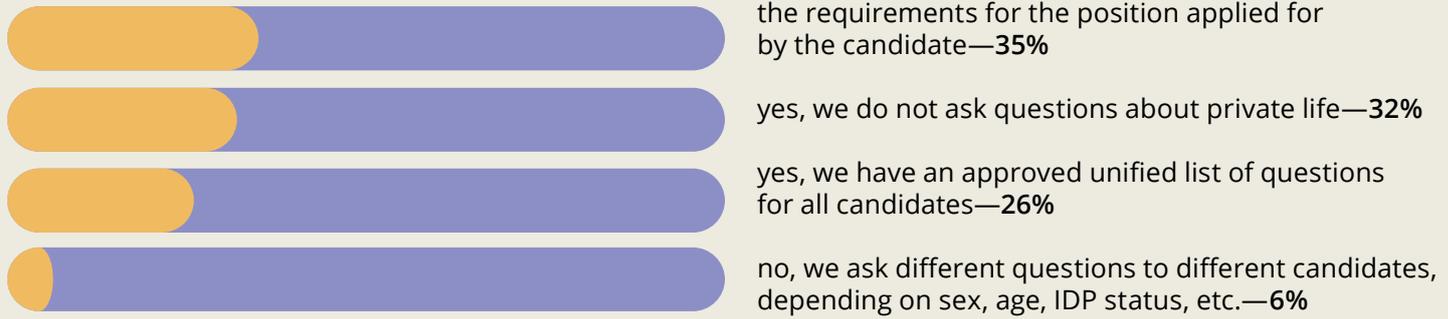
6. If a company pays attention to the above percentages, how does it use this information?



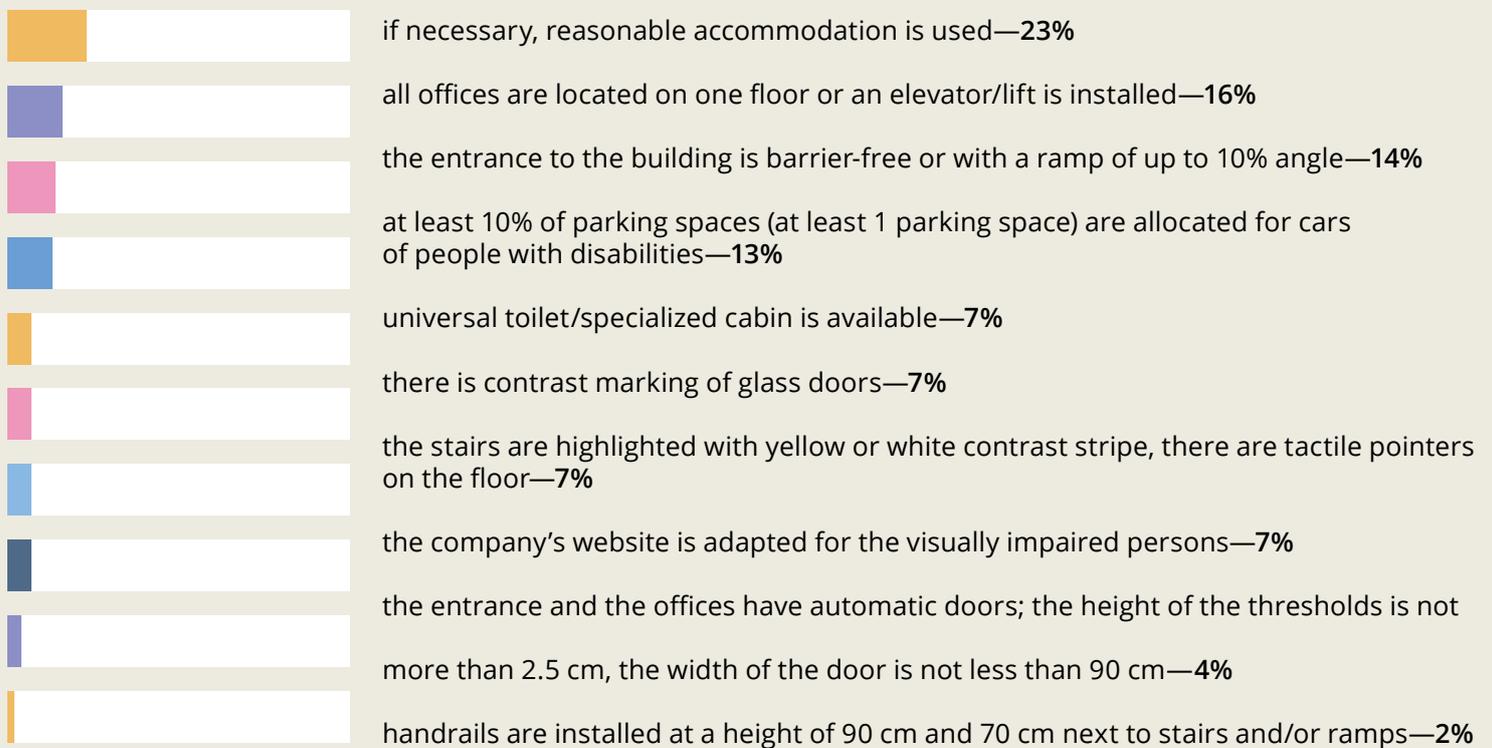
7. Are the desired characteristics of employees indicated when announcing job vacancies?



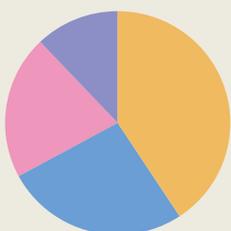
8. Does the company have a standardized discrimination prevention interview procedure for filling job vacancies/making promotions?



9. What standards of architectural and/or information accessibility meet the premises where you sell goods or provide services?



10. Does the company organize events, use other ways to raise awareness of employees on non-discrimination?



- yes, but without regularity monitoring—41%
- yes, we distribute information materials and useful resources on non-discrimination and respect for equality among employees—26%
- yes, such measures include issues of equal respect and equal treatment, regardless of the work performed, equal pay for equal work, prevention of harassment—21%
- yes, on a regular basis (not less than 2 times a year)—12%

11. Does the company have mechanisms to detect and respond to discrimination?



yes, we have a special mechanism for submitting reports (anonymous if preferred) about cases of discrimination, harassment, contempt, etc.—**31%**



this mechanism is available both for employees and for people from outside the company—**23%**



we report the results of consideration of incoming cases—**17%**



we conduct surveys of employees and/or consumers/ customers on possible discrimination by the company—**14%**

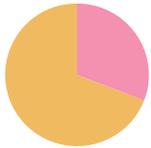


based on the results of consideration of cases, we make a decision on what measures are to be taken—**14%**

# Annex 3

## Results of the questionnaire for large business

Participation in the Corporate Equality Index:



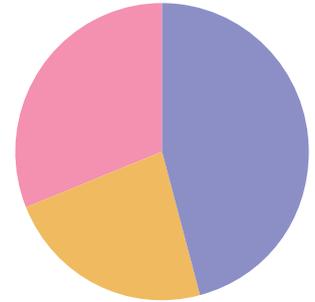
Participated before—31%  
Did not participate—69%

Participation in other ratings:

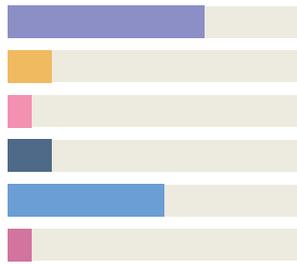


Participated before—38%  
Did not participate—46%

Number of employees:



More than 1000—46%  
From 501 to 1000—23%  
From 251 to 500—31%



Share of foreign investments in the authorized capital of the company:

the company has no foreign investment in the authorized capital—68%  
from 0 to 25%—15%  
from 26% to 50%—8%  
from 50% to 75%—15%  
from 75% to 100%—54%  
no answer—8%

81%

of the companies are interested in whether their potential counterparties (business partners) respect the requirements of equality, non-discrimination, diversity.

Companies prepare and publish reports with non-financial indicators of their work, which include issues of equality, non-discrimination and/or human rights:

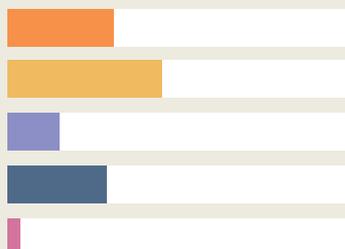


yes—75%



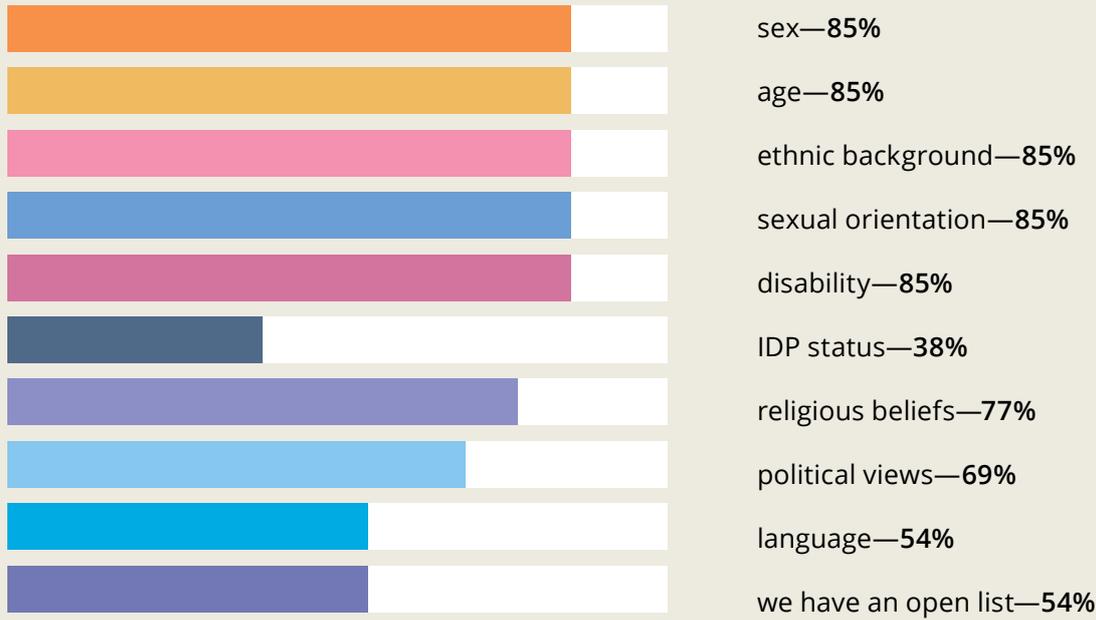
no—25%

1. Does the company have a policy of equality/non-discrimination/respect for diversity?

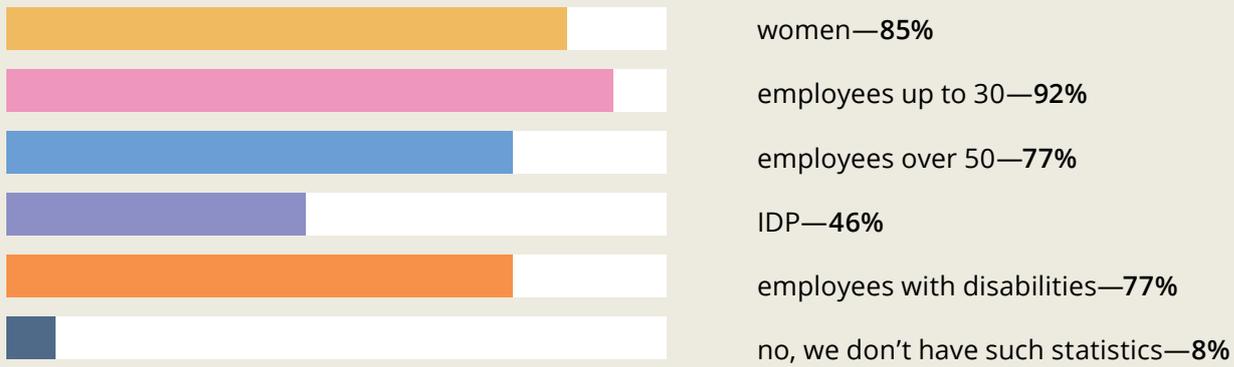


yes, it is part of the general human rights policy—31%  
yes, there is a separate policy on equality (or non-discrimination)—46%  
yes, the policy was discussed with the team when being developed—0%  
yes, the policy is publicly available on the company's website—15%  
yes, we have a person or department responsible for equality issues—29%  
there is no separate mention of non-discrimination or equality in corporate documents—7%

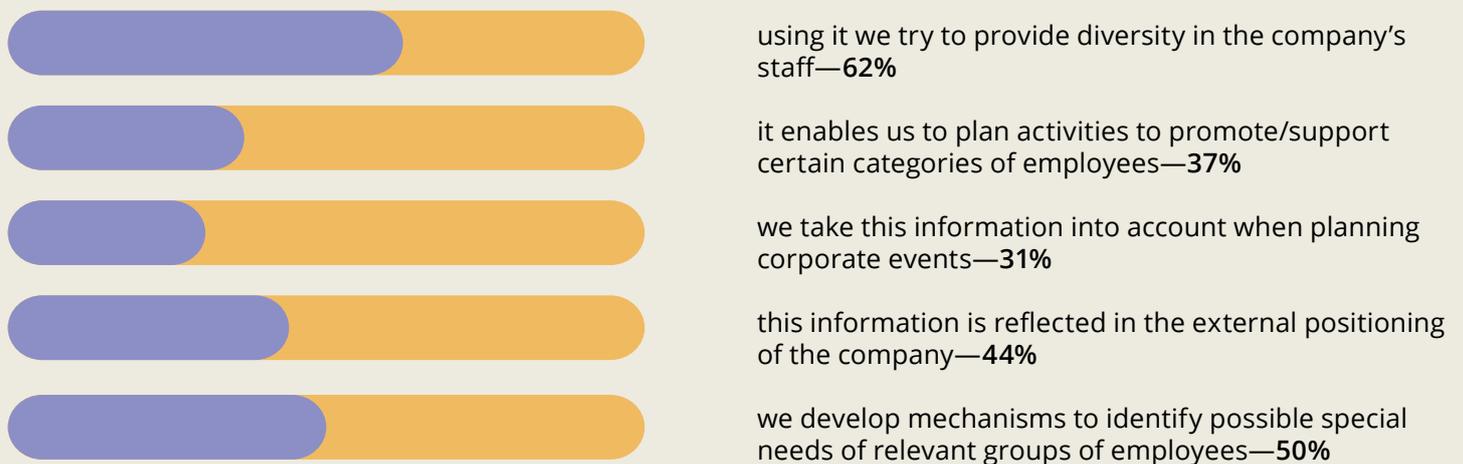
2. Which discrimination-protected characteristics are mentioned in the company's equality policy/ other corporate documents?

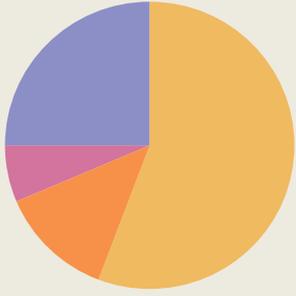


3. Does the company keep statistics on employees? If so, on what grounds?



4. If you have/collect statistics segregated by employees' characteristics, how do you use it?

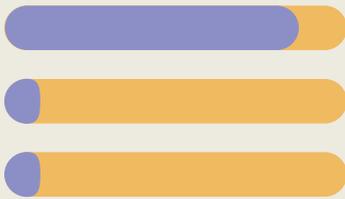




5. Are the desired characteristics of the employee indicated when the job vacancies are announced?

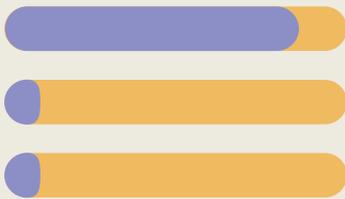
- no, we say that we hire everyone without discrimination—56%
- yes, we indicate only the characteristics that are crucial for the nature of the work performed—13%
- yes, we indicate the desired characteristics—6%
- we indicate requirements without characteristics—25%

6. Does the company have a standardized discrimination prevention interview procedure for filling job vacancies/making promotions?



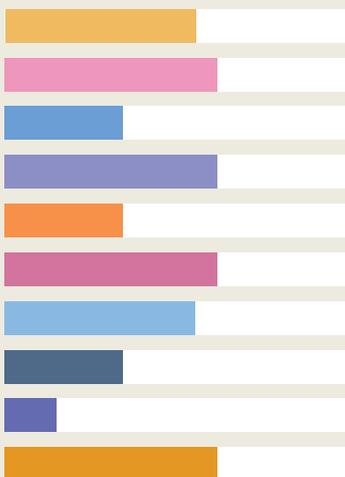
- yes, we have an approved unified list of questions for all candidates—85%
- yes, we do not ask questions about private life—8%
- no, question depend on the nature of the work and/or the requirements for the position applied for by the candidate—8%
- no, we ask different questions to different candidates—0

7. Are the issues of respect for diversity and non-discrimination taken into account in the company's marketing strategy?



- yes, we attract people of different sexes, ages, nationalities, gender identities and sexual orientations, people with disabilities to be mentors, ambassadors of our brand—85%
- we avoid sexist advertising, language and content—8%
- no, we do not take these issues into account in advertising—8%

8. What standards of architectural and/or information accessibility meet the premises where you sell goods or provide services?



- at least 10% of parking spaces (at least 1 parking space) are allocated for cars of people with disabilities—50%
- the entrance to the building is barrier-free or with a ramp of up to 10% angle—56%
- handrails are installed at a height of 90 cm and 70 cm next to stairs and/or ramps—31%
- the entrance and the offices have automatic doors the height of the thresholds is not more than 2.5 cm, the width of the door is not less than 90 cm—56%
- universal toilet/specialized cabin is available—31%
- all rooms are located on one floor or an elevator/lift is installed—56%
- there is contrast marking of glass doors—50%
- the stairs are highlighted with yellow or white contrast stripe, there are tactile pointers on the floor—31%
- the company's website is adapted for the visually impaired persons—13%
- if necessary reasonable accommodation is used—56%

9. What awareness-raising activities on respect for diversity/non-discrimination do you organize throughout the year?



10. Does your company have a mechanism for handling complaints or responding to information on discriminatory actions, statements, and other practices?

