

Creating an inclusive workplace



Our DE&I priorities

Our six DE&I strategic priorities include three inward-facing priorities: creating an inclusive workplace, inspiring experiences and balancing the equation; and three outward-facing priorities: empowering communities, creating a shared future and transforming lives.

DE&I STRATEGIC PRIORITIES



Championing DE&I

VEON has the legacy of championing DE&I across a range of diverse markets that actively widen access to the best talent, to build an effective workforce, regardless of gender or background. We have created a well-rounded internal and external strategy for DE&I inside and beyond VEON to benefit our stakeholders as well as to enhance our corporate reputation, helping us to drive growth by attracting customers, investors and partners who share our values and vision. We are committed to a sustainable society and community by providing accessible and affordable internet, mobile and financial services to everyone in the most inclusive way. Our products and offerings are designed to enhance the lives of the communities we serve via financial and digital inclusion.

It is our belief that greater diversity, enhanced equity and increased inclusion lead to improved innovation, creativity, productivity, engagement and business results, building a reputation that will lead to better decision making, faster problem solving and increased profits. With this in mind, we have established a centralized framework across all our operating markets to share best practice, creating a Group vision strategy and a roadmap for the next three years.

With the launch of our DEI Forum in 2023, where all our OpCos representatives and Chief People Officers participate, we defined our DE&I strategic vision, six strategic priorities, action areas and a three-year road map. In 2024, we prioritized building the DEI foundation stronger, aimed to spread the awareness across the organization for embedding the values of inclusion and ensure alignment with full clarity across all the VEON OpCos regarding our mission strategy and deliverables.

Our DEI vision: Creating an Inclusive World for All – Inside and Beyond VEON – is designed to encompass our four strategic pillars of DEI: people, products, partners and communities. The strategy prioritizes these four key areas, bringing a sharper focus to gender diversity, generational representation, the empowerment of people with disabilities, and racial and ethnic diversity.

Additionally, we are placing particular emphasis on neurodiversity, recognizing the unique contribution that neurodiverse people can bring to the business. The strategy acknowledges our commitment to supporting the vulnerable, particularly those at risk from domestic violence. Our aim is to provide a lifeline for those at risk, leveraging our resources and influence to protect and potentially save lives.

Creating an inclusive workplace

Embedding our belief at core and at mass level

At VEON we believe in winning together and embedding our belief at core and at mass level. Hence, we ensured our Group DE&I strategy gets cascaded across all the OpCos for the leadership team and for our teams to properly embed the understanding across the organizations and align business priorities through it.

Group DE&I policy localization and adaptation

We launched the Group DE&I Policy in 2023 to lay down the principles of DE&I across VEON and reinforce our commitment to institutionalizing DE&I within the corporate ethos and operational framework, which encompasses the generic guidelines of the DE&I framework. Each OpCo can refer to the framework for our Group direction and principles.

In 2024 the adaptation work of the policy has been completed to ensure minor changes as per local regulations and laws across our OpCos.

Sensitization for embedding the values

VEON DE&I Group module (e-Learning) has been launched for all employees of VEON to ensure the basic knowledge, awareness of our strategy vision and roadmap, and acknowledgment of the DE&I terminologies.

To ensure accessibility and equitable learning, this learning module has been translated into Russian and Ukrainian through internal DE&I Forum members. The module has been assigned to all the OpCos and is a mandatory learning for any new employees of VEON.

In total we have assigned the learning module to our HQ, Banglalink, Jazz, Mobilink Bank Limited, Beeline Kazakhstan, Uzbekistan, Kyrgyzstan and Kyivstar Ukraine employees in the first half of 2024. This 30-minute-long e-learning module has ensured completed learning hours for 14,300 people.

Creating an inclusive workplace *continued*

Launching the policy to support the abuse of domestic violence:

One of the biggest milestones of 2024 in DE&I was the launch of the policy for supporting the victims of domestic abuse. The core belief behind creating such a policy is that employers have a duty of care and a legal responsibility to ensure that all employees have a safe place to work, and this includes addressing and dealing with disclosures of domestic violence.

VEON has a flexible working policy and many people now work from home. This means that those who are experiencing domestic abuse do not have a safe place to live or work. For this reason, it is crucial, now more than ever, that friends, colleagues and managers can spot the signs of abuse and take steps to support the person. Because of this, it is crucial, now more than ever, that friends, colleagues and managers can spot the signs of abuse and take steps to support the person.

The policy for supporting the victims of domestic abuse was launched during the victims 16 days of activism (25 November to 10 December) across all our operating companies. Scrum teams have been developed across the OpCos to check the local sensitivity and feasibility of this policy, and we launched the policy in a way so that is practical and feasible for implementation across all our OpCos and diverse markets.

In 2025, the project will focus on creating learning content for raising awareness and sharing knowledge to support victims of any domestic abuse with leave, medical, counseling, flexible work support and gradual add-on support initiatives.

Subsequent to the launch of the project, we have plans to ensure step-by-step implementation of the project whereby our employees are provided with the knowledge of understanding abuse, the different types of abuse, identifying indicators that someone may be a victim and getting guidance on seeking support to ensure safety and well-being for victims.

Our project is dedicated to creating an inclusive workplace that has compassionate, comprehensive support networks that empower survivors of abuse and fosters lasting change.

Finclusive national anthem

Additionally, Mobilink Bank is the proud partner of the first Finclusive National Anthem – a powerful symbol of unity, diversity, and inclusion. This anthem represents the collective spirit of embracing every individual, regardless of their abilities, backgrounds, or circumstances. This first-of-its-kind Finclusive National Anthem was aired on all the mainstream media channels, social media handles and promoted by influencers on 01 January 2025, with high viewership.

This Finclusive National Anthem is a celebration of belonging. It echoes the values of equality and respect, reminding us that every voice matters and every contribution counts. It inspires us to break barriers, build bridges, and create a world where everyone has the opportunity to thrive. Through inclusion, we unlock the full potential of our communities and pave the way for a brighter, more equitable future.

The anthem reflects Mobilink Bank's unwavering commitment to fostering a workplace where diversity thrives, inclusion is a priority, and everyone, regardless of their background, abilities, or circumstances, can contribute meaningfully to our shared success.

Through our inclusive initiatives, we aim to create an environment where employees can grow both professionally and personally, benefiting from accessible facilities, equitable opportunities, and policies designed to support their unique needs. From promoting work-life balance to encouraging professional development, these efforts embody our belief that success is greatest when achieved together.



Creating an inclusive workplace *continued*

Initiative



Roadmap for balancing the equation

Championing and nurturing female talents in STEM

On the International Day for Women in STEM, VEON initiated programs to raise awareness and promote the inclusion of females in STEM.

Beeline Kyrgyzstan is proud to be at the forefront of encouraging women and girls in STEM. The team celebrated International Women and Girls in Science Day on 11 February with a special event dedicated to inspiring the next generation of STEM leaders. As part of the Girls in Science project, the team collaborated with UNICEF and Enactus, bringing together passionate advocates for inclusion and innovation. The event welcomed enthusiastic schoolgirls aged 14 to 17, eager to explore the exciting world of STEM. Our Beeline experts shared their journeys, success stories, and practical insights, sparking curiosity and ambition among the attendees.

We firmly believe that nurturing young talent in STEM is essential for creating a more inclusive and forward-thinking society. This event was just one step in our ongoing commitment to providing opportunities for young girls to thrive in STEM.

Banglalink's commitment to nurturing future talent is exemplified by the Womentor program, a mentorship initiative designed exclusively for female university students in STEM fields. As the first program of its kind in Bangladesh, Womentor addresses the gender gap in technology and engineering, paving the way for greater diversity and inclusivity in the industry.

The six-month program pairs mentees, who are female university students in their 3rd and 4th year, with experienced female STEM professionals from Banglalink, offering one-on-one mentorship and hands-on workshops. These sessions focus on skill-building and leadership development, equipping participants with the tools to excel in the fast-evolving STEM landscape.

In 2024, Womentor witnessed an unprecedented growth, with over 400 applications, marking an over 200% increase in applicants as compared to the previous year. From this pool, 35 exceptional mentees were selected and guided by nine expert female mentors.

Womentor stands as a beacon of progress, strengthening diversity in STEM and inspiring the next generation of female leaders. With its increasing impact and recognition across the corporate landscape, Banglalink is shaping an inclusive talent pipeline.

Beeline Uzbekistan is also playing its part in promoting the inclusion of women in STEM. The organization has initiated a program named Reskilling. This is an educational project for women who wish to choose a career in STEM.

Prioritizing health and well-being through male and female-focused initiatives

October is the month for raising awareness of breast cancer. All our OpCos observed the Pink October through various awareness activities: pink illumination, screening and information sessions with doctors, and awareness campaigns.

At HQ our Group DE&I Officer hosted a session on breast cancer awareness. Among the participants included our Group and OpCo executive leadership, HQ teams, and the top 200 from across OpCos. The idea was to encourage open dialogue and support for the impacted. Collaborative initiatives led by our OpCo teams and DE&I Forum were followed to underscore the importance of awareness and early detection.

November marked the Men's Health Awareness Month, which was highlighted through collaborative initiatives led by our teams across our operations.

Our Group Diversity Equity and Inclusion team hosted a virtual webinar sharing insights alongside our male colleagues from different operating companies on key Movember themes: Prostate Cancer, Testicular Cancer, and Mental Health.

Banglalink celebrated Movember with a seminar held by renowned health professionals, including a day-long health screening for our teams.

Jazz held a variety of sessions to mark the month, from an inclusivity circle aimed at fostering meaningful conversations around mental wellness to an awareness session led by an expert health professional. Mobilink Microfinance Bank Ltd held a prostate cancer awareness session led by a medical expert, focusing on the importance of early detection for men's health.

Beeline Kazakhstan came together to raise awareness for the cause, including holding a 60km Run or Walk Challenge as well as hosting an online lecture on men's mental health, which focused on recognizing symptoms and supporting friends.

Supporting women returning to the workforce – MobilinkHER

Mobilink Bank is proud to present MobilinkHER, a transformative Women Returnship Program designed to support women re-entering the workforce after career breaks due to personal, familial, or professional reasons. This six-month fixed-term initiative offers tailored resources to rebuild confidence, mental well-being and professional growth through a combination of structured guidance, on-the-job training, and personalized mentorship.

In 2024, we onboarded eight women for the program, selected from over 500 applicants with career gaps ranging from two to 10 years. 50% of the women onboarded through the MobilinkHER program successfully transitioned into permanent job roles. The inaugural event at Serena Hotel in Islamabad attracted over 300 attendees, including industry leaders and media, and featured motivational talks, panel discussions, and networking opportunities. This program is part of our commitment to DE&I, aiming to empower women within and beyond the organization.

MobilinkHER is more than just a returnship; it is Mobilink Bank's commitment to bridging the gender gap in the workplace and fostering a cultural shift where women's talents and perspectives are essential to organizational growth. The program offers flexibility, allowing participants to balance personal and professional lives, with successful participants being offered permanent positions within the bank. In partnership with top universities and UN Women, the initiative provides specialized training, mentorship, and projects to help participants update their skills.

Through MobilinkHER, we are shaping a workplace where gender diversity is celebrated, believing that empowering women is a strategic advantage that fuels innovation, enhances decision-making, and drives success.

DE&I dashboard

At Mobilink Bank, our relentless and visionary pursuit of DE&I takes center stage with the launch of an extraordinary Diversity Dashboard – a tool designed to provide our Executive Leadership Team (ELT) with unparalleled, real-time insights into the organization's diversity landscape.

This dashboard tracks female representation across every conceivable dimension – by department, by grade, and by location, allowing us to meticulously monitor and optimize the representation of women at every level of the organization. Additionally, the dashboard captures employee movement trends, from the influx of new female talent to analyzing the intricacies of female attrition and the movement of women across roles and departments.

The benefits of this dashboard are transformative. It supports decision-making, providing departments with a clarity to drive hiring and talent development strategies that are focused on diversity. It facilitates a deep dive into the factors driving female attrition, offering critical insights for targeted interventions to recruit and retain more women and it also enables us to create a work culture that is welcoming and inclusive so that women can thrive.



Creating an inclusive workplace *continued*

Initiative



Inspiring experiences through embracing the power of neurodiversity and differently-abled people

As one of our key action areas we have been constantly anchoring initiatives around neurodiversity and persons with disabilities (PWD). Jazz participated in the OICCI DE&I Conference on 3 December, moderating the event, contributing a speaker on neurodiversity and documenting the best practices in the private sector. The theme was “Transformative solutions for inclusive development: The role of innovation in fueling an accessible and equitable world”. The session explored the inclusion of PWD in the workplace.

Jazz also launched a Persons with Determination Internship Program, for a duration of two months (July to August) and offered valuable work experience and tailored mentorship to five individuals with disabilities across our regions.

In celebration of the International Day of Persons with Disabilities (3 December), Jazz organized a session in the Karachi office, on “Neurodiversity at the workplace and integration of people with disabilities at work”. The session highlighted the value of neurodiversity in professional settings, offered actionable strategies for inclusivity and fostered a culture that embraces diversity in all its forms.

On 30 September, during International Week of the Deaf, Jazz hosted a sign language workshop at our Islamabad office, led by passionate experts from DeafTawk. Through this insightful session, participants gained a deeper appreciation for sign language, not just as a way to communicate but as a tool to foster connection, empathy, and inclusion.

Jazz, in collaboration with NOWPDP, hosted a sensitization session focusing on disability awareness and etiquette in December. Participants engaged in immersive activities simulating various disabilities, including visual, hearing, physical, and intellectual impairments, fostering empathy and understanding through an interactive experience.

Empowering people with disabilities

Mobilink Bank proudly introduces the Humqadam Program, a transformative initiative designed to empower people with disabilities (PWDs). This four-month program provides hands-on corporate experience, professional skill-building, and a platform to prepare for successful careers in competitive environments. By focusing on the untapped potential of PWDs, Humqadam helps participants break through societal and workplace barriers with confidence.

In 2024, 12 graduates with disabilities joined the program, reflecting our commitment to DE&I. Humqadam not only offers practical training but fosters a culture where diversity is celebrated, and unique perspectives are valued as assets.

Participants are given real-world corporate exposure, with potential pathways to permanent roles within the bank. The program ensures a lasting impact for both participants and the Mobilink Bank.

Celebrating the International Day for Persons with Disabilities

Being an equal-opportunity employer, Mobilink Bank arranged an event to celebrate differences and diversity. This event was dedicated to honoring our differently-abled employees and acknowledging the remarkable contributions they make to our organization. Their dedication, resilience, and talent are a testament to the strength of diversity and inclusion in our workplace.

Embracing inclusion through sign language

In 2024, Mobilink Bank set a new benchmark for inclusivity by championing accessibility through its sign language initiative. Recognizing the significance of International Sign Language Day, the Learning and Development (L&D) team embarked on a journey to integrate sign language into the organization’s culture with the collaboration of EdDeaf.

The journey began with sign language training, which reached 210 participants across all regions and the head office. The training was designed not just as a learning opportunity but as a movement toward embracing diversity and fostering connections across linguistic barriers. Employees enthusiastically participated, learning basic communication skills and deepening their appreciation for the deaf community.

The initiative reached its symbolic peak on International Sign Language Day, when employees came together to record the national anthem in sign language. This powerful act resonated with the organization’s commitment to accessibility and served as a tribute to the deaf community. By embedding sign language into year-round activities, Mobilink Bank ensured that inclusion was not just a campaign, it became a culture.

Creating an inclusive workplace *continued*

Initiative

Embracing generational diversity and empowering new talent

Beeline Kazakhstan actively promotes DE&I initiatives. As part of these efforts, the recruitment department conducted five boot camps, three of which were regional. This is a significant contribution to leveling the playing field for regional youth, ensuring successful employment and digital equality. Such initiatives help students from various regions gain access to quality education and professional opportunities, fostering a more inclusive and equitable society. Thanks to these initiatives, we have reached over 400 people.

On 15 March 2024, the annual Beeline Boot Camp took place in Astana, an educational acceleration event for students, graduates, and anyone aspiring to develop in the IT and Digital sectors. The event was held at Nazarbayev University, which served as the general partner. Participants were introduced to the corporate culture and values of the Company and immersed themselves in the world of Digital and IT industries. Beeline Boot Camp provides an opportunity to apply knowledge in practice, working on real projects in an innovative environment, and opens access to professional networks and contacts.

Workshop at IT Hub Ust-Kamenogorsk

On 12 June 2024, Beeline specialists conducted a workshop at IT Hub Ust-Kamenogorsk. The youth were taught new approaches and practices in the IT field. Saltanat Januzakova, Director of IT Product Development at Beeline Kazakhstan, gave a lecture explaining what a product approach is and how to apply it not only at work but also in personal life. Agile coaches from Beeline Kazakhstan, Tatyana Ten and Oksana Yakusheva, conducted a practical session where participants created paper snowflakes and discussed market laws based on their experience.

Beeline Boot Camp in Karaganda

For the first time, the Beeline Boot Camp was held in Karaganda, where invited speakers shared their experiences with young IT specialists and answered participants' questions. The event included lectures, workshops, and networking, allowing students to gain valuable knowledge and skills, as well as establish contacts with professionals in the IT field.

Workshop at IT Hub Almaty

In Almaty, Beeline specialists conducted a workshop where participants had the opportunity to learn about new approaches in the IT and Digital sectors. The event took place at IT Hub Almaty and gathered many students and young professionals eager to develop in these areas. Workshop participants gained valuable knowledge and skills that will help them in their future careers.

Creating a pipeline for nurturing young talents

Beeline Kazakhstan continues to actively support the younger generation by providing them with opportunities for education and professional growth. The student conferences and workshops organized by the Company help students and young professionals gain valuable knowledge, skills, and experience necessary for a successful career in the IT and Digital sectors. These events not only contribute to the development of professional skills but help participants find their place in the world of modern technologies and innovations.

Beeline Uzbekistan has developed a program called BeeGeneration – an internship program launched 17 years ago. To date, the program has had 2,000 applications and 250 interns, with 85% of them employed in the Company. This is an example of pipeline creation for nurturing young talents and ensuring generational diversity. The Company has a project named ProCareer, which is an educating project for students and pupils helping to choose future profession.

	2024	2023	2022
Inclusion			
Proportion of female senior leaders (%)			
- Ukraine	26%	29%	29%
- Pakistan	29%	24%	24%
- Bangladesh	25%	20%	20%
- Uzbekistan	29%	33%	33%
- Kazakhstan	29%	29%	19%
- Kyrgyzstan	44%	38%	38%

	2024	2023	2022
Female representation per function:			
- Commercial Business	28%	20%	23%
Includes business functions such as marketing, customer experience, and product development			
Digital	8%	10%	6%
Includes digital functions such as software developers, data engineers/scientists, Agri-tech experts, digital marketers, and cybersecurity experts			
- Front End Roles	26%	37%	34%
Includes business functions directly engaging with customers as well as field-based employees			
- Technology	9%	9%	10%
Includes network and IT functions			
- Corporate Functions	29%	24%	28%
Includes the remaining support functions			



Creating an inclusive workplace *continued*

	2024	2023	2022
Proportion of senior management hired from the local community (%)			
- Ukraine	91%	95%	95%
- Pakistan	83%	76%	88%
- Bangladesh	63%	60%	50%
- Uzbekistan	36%	42%	33%
- Kazakhstan	64%	69%	67%
- Kyrgyzstan	67%	63%	63%

	2024	2023	2022
Gender Diversity			
Percentage of employees who are male	70%	70%	70%
Percentage of employees who are female	30%	30%	30%

	2024	2023	2022
Generational Diversity			
- Gen Z (<30y)	22%	29%	28%
- Gen Y (30 - 40y) and Gen X (40 - 50y)	70%	65%	66%
- Baby Boomers (>50y)	7%	6%	6%

	2024	2023	2022
Generational diversity in leadership*			
- Gen Z (<30y)	—%	22%	N/A
- Gen Y (30 - 40y)	18%	67%	N/A
- Gen X (40 - 50y)	58%	10%	N/A
- Baby Boomers (>50y)	24%	1%	N/A

* This metric was added in 2023; therefore, data for 2022 is not available.

	2024	2023	2022
Number of employees with self-identified disabilities	245	60	51

Creating an inclusive workplace *continued*

Initiative



Creating an inclusive workplace and shared future

Training of trainers – GSMA

Through the agent-based digital skills campaign in partnership with GSMA, DE&I and Jazz Sales Academy hosted a transformative "Training of Trainers" (ToTs) session. This initiative equipped our sales force with critical skills to engage first-time mobile internet users and focused on creating pathways for women to excel in our sales team, empowering them to connect with untapped female segments of our audience.

FOSPAH training on harassment at workplace

In collaboration with Federal Ombudsman Protection Against Harassment (FOSPAH), a session was conducted on harassment at the workplace for awareness and information. The session focused on educating employees on Pakistan's legal framework, rights, and grievance redressal mechanisms for workplace harassment and informing employees about Jazz's specific anti-harassment policies and confidential reporting mechanisms.

To ensure everyone could benefit from this learning opportunity, employees from across regions joined the session virtually, creating an inclusive experience. The aim was to foster an inclusive culture of accountability and empathy, emphasizing Jazz's DE&I mission and available support networks, ensuring every employee feels respected, safe, and valued.

Empowering women through Mobi-Leads

Mobilink Bank's dedication to women's development found its stride in 2024 through the transformative Mobi-Leads II program. With over 150 women from diverse roles across the organization, the initiative became a cornerstone of the bank's efforts to foster leadership, empowerment, and growth.

Delivered in collaboration with Carnelian, the program included an impactful session on women's empowerment that ignited inspiration and confidence. Participants were equipped with tools to navigate challenges, amplify their voices, and step into leadership roles with resilience.

Mobi-Leads II was not merely a training program; it was a catalyst for cultural change. Women who participated became advocates for gender equity, driving conversations and actions that enriched the organization's inclusivity. Through initiatives such as Mobi-Leads, Mobilink Bank reaffirms its commitment to building an environment where everyone, regardless of gender, has the opportunity to thrive.



Initiative



Empowering communities

Championing financial literacy with impact

Mobilink Bank's commitment to financial inclusion and education earned it the prestigious Best National Financial Literacy Program Team Award from the State Bank of Pakistan in recognition of its exceptional efforts during 2023 to 2024. The bank's initiatives under the SBP's National Financial Literacy Program (NFLP) reached 2,780 beneficiaries, with an impressive 71% of participants being women.

Through 75 classroom sessions and 10 engaging street theaters, the program transcended traditional learning methods, delivering practical financial knowledge to diverse communities. To extend its impact, the bank hosted a dynamic webinar featuring insights from SBP, NFLP-Y, JazzCash, and MMBL experts, which attracted over 100 participants eager to enhance their financial acumen.

Mobilink Bank further amplified its outreach by participating in Pakistan Financial Literacy Week, an SBP initiative, conducting awareness campaigns across five districts. From university halls to bustling market areas and TEVTA centers, the bank educated a broad audience, equipping them with essential financial skills to navigate their economic journeys.

Through these initiatives, Mobilink Bank solidified its role as a trailblazer in financial literacy, empowering individuals and fostering financial inclusion across Pakistan.



Initiative

Our achievements and recognitions for embracing inclusion

IFC PBC Award

Jazz was honored with two prestigious awards at the 2024 Gender Diversity Awards, hosted by the International Finance Corporation (IFC) and Pakistan Business Council (PBC). Jazz secured the 1st position as the "Employer of Choice" for Gender Diversity, alongside the Pay Equity and Fair Wage Award.

These awards are part of the IFC-PBC Gender Diversity and Disclosure Scorecard initiative, which encourages companies across Pakistan's private sector to share best practices in gender diversity. Organizations are evaluated based on five Gender Equity Principles (GEPs), which assess key areas of gender mainstreaming:

1. Leadership and accountability
2. Gender diversity (workforce representation)
3. Gender pay gaps (compensation and benefits)
4. Optimal workplace culture
5. Coaching and mentoring for female employees

Jazz's recognition as the 'Employer of Choice' demonstrates their unwavering commitment to fostering a gender-diverse and inclusive environment. Additionally, the Pay Equity and Fair Wage Award highlights Jazz's efforts to ensure fairness in compensation, eliminating wage disparities and supporting equitable career growth for all employees.

GDEIB Awards – 1st place: Most Inclusive Company

HR Metrics hosts the annual GDEIB Awards, recognizing organizations through a merit-based process. These awards highlight DE&I achievements, emphasizing their social and economic impact on relevant stakeholders.

Results were announced on 20 December 2024. Based on the performance assessment of 2024, Jazz was declared the "Most Inclusive Company of the Year", in winning the Best Practice Award in all 15 categories, earning 75/75 – a 100% DE&I score. The award ceremony is set to take place on 15 February 2025.

DE&I award for Mobilink Bank

MMBL received the prestigious 2024 Global Diversity Equity and Inclusion Benchmarks' award for "DE&I Structure, Implementation, Work-Life Integration, Flexibility, and Benefits Award".

