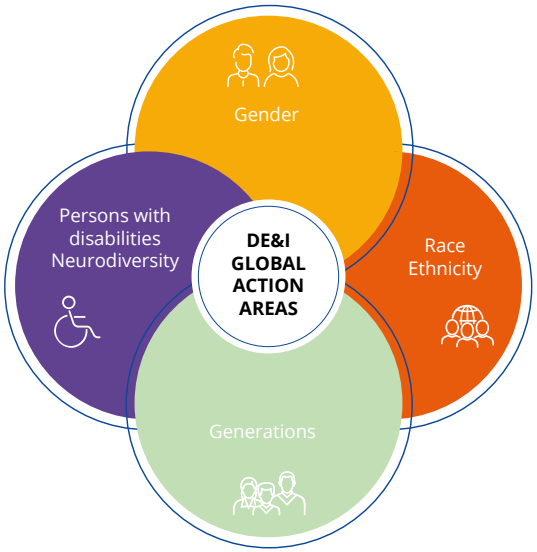
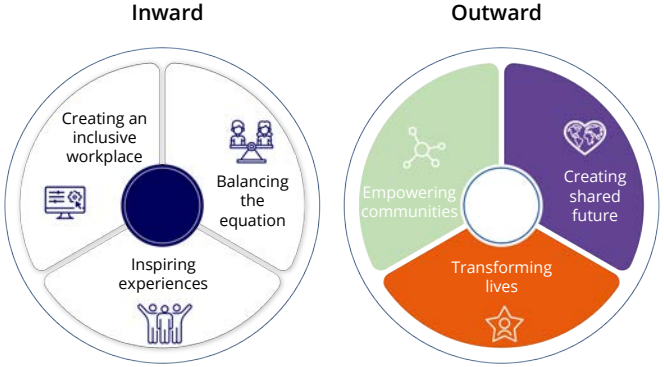
Creating an inclusive workplace



DE&I STRATEGIC PRIORITIES



Championing DE&I

In 2025, VEON continued to advance its commitment to Creating an Inclusive World for All—Inside and Beyond VEON, positioning DE&I as both a cultural anchor and a driver of long-term business resilience. VEON's DE&I framework is structured around four strategic pillars—People, Products, Partners and Communities—each designed to reinforce inclusion across the full spectrum of workplace culture, customer experience, external partnerships and societal impact. These pillars collectively address key focus areas including gender representation, generational diversity, disability inclusion, workforce equity and the broader dimensions of diversity that shape employee experience and operational priorities. VEON's DE&I strategy is anchored in six strategic priorities that guide both internal culture-building and external impact. The inward priorities focus on strengthening representation, ensuring an inclusive and safe workplace, and enhancing equitable employee experiences. The outward priorities emphasize empowering communities, developing inclusive digital products and services, and advancing ecosystem-wide inclusion through partnerships. Together, these priorities enable VEON to create *"An Inclusive World for All – Inside and Beyond VEON".*

From implementation to integration

This year marked a pivotal shift as DE&I matured from early-stage implementation to deeper institutional integration across leadership practices, operating systems and market-facing activities. This strategic evolution was informed by the Group's comprehensive DE&I Maturity Assessment conducted in partnership with Korn Ferry, which synthesized insights from the DE&I Compass Survey, executive interviews, cross-OpCo focus groups, policy and process reviews and maturity mapping across all in-scope entities. Together, these inputs provided a holistic understanding of how DE&I is experienced, practiced, and embedded across the Group, establishing an evidence-based foundation for ongoing transformation.

The maturity assessment validated that VEON has strong foundations in several dimensions, with employees across markets reporting high levels of psychological safety, openness, respect for diverse perspectives and positive inclusion experiences. These patterns were consistent across demographic groups and were particularly strong among older generations, who expressed the highest favorability scores around awareness, compliance and inclusion. Leadership alignment further solidified progress, as senior leaders consistently emphasized their shared conviction that DE&I is essential to VEON's identity and strategic relevance. This alignment contributed to robust global policies, compliance channels, non-discrimination frameworks, harassment prevention processes and accessible reporting mechanisms that support employee well-being. Opportunities remain to reinforce inclusive behaviors at the middle-management level, harmonize talent processes, formalize DE&I metrics and enhance visibility of diverse talent pipelines—areas that now shape VEON's long-term roadmap.

Operational implementation

VEON's OpCos advanced numerous initiatives reflecting alignment with the Group's four-pillar strategy. Under the People pillar, several OpCos expanded programs that foster inclusive workplace environments and enable equitable access to development across the community. In Bangladesh, Banglalink completed the sixth cohort of its Womentor program, offering mentorship and professional development support to female university students in STEM disciplines. In Uzbekistan, Beeline Uzbekistan continued its Women in STEM Reskilling Program, supporting women seeking to transition into technology roles, while its BeeGeneration internship program entered its eighteenth season. In Kazakhstan, Beeline Kazakhstan facilitated regional IT bootcamps and workshops to advance practical digital and STEM skills among youth. In recognition of International Women's Day 2025, VEON hosted a Group-wide virtual round table bringing together leaders from all operating companies — spanning Amsterdam, Bangladesh, Dubai, Kazakhstan, Pakistan, Ukraine and Uzbekistan. Guided by the global theme "Accelerate Action", the session highlighted the achievements of women across our markets and reinforced VEON's commitment to removing systemic barriers to gender equality. Leaders shared insights on advancing inclusive leadership, accelerating gender representation in technology and commercial roles, and driving equitable access to digital and financial services for women customers. These initiatives reinforced VEON's ongoing commitment to reducing gender and generational disparities and ensuring that diverse talent has access to equitable career opportunities.

The Group's inclusive employment pathways continued to strengthen. Kyivstar launched recruitment for the third season of its Without Hesitation program, a structured development initiative designed to equip individuals with limited work experience with training and mentorship opportunities across technical and business functions. This program reflects Kyivstar's recognition that diverse career starting points can enrich the organization and create pathways for new talent to contribute meaningfully.

Creating an inclusive workplace *continued*

Operational implementation continued

VEON also prioritized employee well-being and safety, reinforcing its commitment to trauma-informed support systems. In 2025, the Group launched a Domestic Abuse Awareness e-learning module across OpCos. This initiative built on the earlier introduction of the workplace support for domestic violence victims policy and helped employees recognize signs of abuse, understand its impact and provide safe, informed support using VEON's available internal mechanisms. This e-learning was part of a broader set of health and safety initiatives delivered throughout the year, including awareness programs focused on women's and men's health across all markets.

In 2025, the Group significantly strengthened its focus on disability inclusion, making it a more visible and structured priority across entities. Through Mobilink Bank's Humqadam program, dedicated on-the-job training tracks were provided for persons with disabilities (PWD), in addition to expanding disability etiquette and sign-language awareness sessions, and immersive empathy-building initiatives such as Dining in the Dark.

Jazz further advanced its Persons with Determination internship program by introducing targeted hiring pathways and leadership development opportunities for women with disabilities through the EmpowerX partnership with Lahore University of Management Sciences (LUMS). Meanwhile, Mobilink Bank integrated PWD sensitization into its People Management Toolkit and frontline branch training programs, ensuring that leaders and customer-facing teams are equipped to effectively support accessibility needs.

Beeline Uzbekistan reinforced community inclusion through its participation in the first-ever AmCham Inclusive Job Fair and continued accessibility etiquette training. These initiatives, combined with Group-level focus discussions with employees with disabilities as part of the DE&I Maturity Assessment and the upcoming Group-wide PWD sensitization e-learning launching in Q1 2026, demonstrate VEON's holistic commitment to creating accessible, inclusive and empowering workplaces across all OpCos.

Implementing outward priorities

VEON's outward-facing initiatives reflected the Company's recognition that inclusion extends beyond the workplace and into the communities it serves. Across several markets, VEON continued to advance digital and financial inclusion through services designed to meet diverse customer needs. By expanding access to connectivity and digital services in frontier markets, VEON enabled broader economic participation and supported its role as a driver of digital empowerment. VEON also considers accessibility in its product and service design, accounting for local regulatory contexts and the needs of underserved groups, including those requiring adapted devices, specialized customer support or digital literacy training.

Group-wide awareness campaigns continued to build a shared culture of health, well-being and inclusion. Pink October and Movember were observed across all OpCos, with initiatives spanning expert medical sessions, wellness activities, virtual awareness events and leadership engagement. These programs fostered dialogue on early detection, mental health and overall well-being, reinforcing VEON's holistic view of inclusion as a contributor to psychological safety and resilience.

As the findings of the maturity assessment were consolidated, VEON conducted sense-making workshops and OpCo-level closing sessions between August and September 2025. These workshops enabled markets to contextualize Group-wide recommendations, reflect on local challenges and collectively prioritize actions for the next phase of inclusion. The insights generated from these discussions informed the design of VEON's 2026–2028 DE&I roadmap, which focuses on strengthening inclusive leadership, advancing behavioral inclusion through allyship and employee resource groups, enhancing structural inclusion by addressing biases, increasing representation of underrepresented groups and institutionalizing accountability through measurable KPIs and consistent reporting cadences. VEON's commitment to evidence-based inclusion ensures that DE&I remains embedded within leadership models, people systems and operational structures, thereby continuing to deliver long-term value to its people, partners and communities.

Recognition

In 2025, VEON's OpCos were recognized across multiple markets for their leadership in diversity, equity and inclusion. Jazz Pakistan received several prominent DE&I distinctions, including being named the Most Inclusive Organization of 2025, winning the Women Leaders' Development Award, placing in the Top 3 of the IFC-PBC Gender Diversity Employer Awards, and receiving the CFA Society Award for Gender Diversity, along with global acknowledgment for its DE&I contributions at the World Internet Conference 2025. Mobilink Bank continued to set the benchmark for inclusion and innovation, topping the Banking on Equality Scorecard for three consecutive years and earning Best Digital Banking Services (Microfinance) by CFA Society Pakistan. The Bank's Inheritance campaign also gained international visibility across platforms including GLOMO, Spikes Asia, Dubai Lynx, and Dragons of Asia. Banglalink Bangladesh was recognized as a finalist in the GSMA APAC Digital Inclusion Awards 2025, reflecting its innovative work in digital accessibility for differently-abled learners. Beeline Uzbekistan was honored with a Presidential Award for Equality and Inclusion, acknowledging its commitment to accessible employment and equitable workplace practices. Collectively, these recognitions affirm VEON's progress in embedding DE&I principles across its organizational culture, products, and community impact.

Conclusion

In summary, VEON's collective DE&I initiatives—spanning gender equity, generational inclusion, disability accessibility, well-being, digital and financial inclusion, community empowerment, and ecosystem partnerships—align cohesively with the Company's six DE&I strategic priorities. These programs reinforce VEON's inward focus on balancing representation, cultivating an inclusive and safe workplace, and enhancing inspiring employee experiences, while concurrently advancing its outward ambition to empower communities, transform lives through inclusive products and services, and build a shared future through diverse partnerships and ecosystem-wide collaboration.

Creating an inclusive workplace *continued*

Initiative

Leadership development program builds inclusive talent pipeline

Many women and mid-career professionals in Pakistan (where fewer than 5% of C-suite roles are held by women) lack access to structured leadership development, mentorship and safe spaces to discuss workplace challenges. This limits career progression, innovation and economic participation.

Jazz's partnership with EMPOWER – a leadership development program offered by LUMS – has been strengthening Pakistan's inclusion of women and other underrepresented professionals in leadership roles since 2022. It reflects our approach to inclusion, irrespective of gender, disability, age, or local community origin.

For Jazz, the program reinforces our DE&I strategy across our people, business and community pillars by equipping future leaders who will positively influence our culture, innovation and customer-centered thinking.

In 2025, three EMPOWER cohorts included 100 participants (83 women and 17 men) from various industries, including academia, textile manufacturing and technology. Among the cohorts were women with disabilities and transgender professionals.

The four-day immersive learning experience at LUMS, supported by pre-program focus group discussions to ensure relevance, covers inclusive leadership, conflict management, digital literacy, self-awareness and team engagement. Participants co-create case studies based on real workplace dilemmas for small group learning sessions, enabling reflection on experiences and application of inclusive leadership tools.

Beneficiary engagement extends beyond the classroom through EMPOWER Circle mentorship meetups in Lahore, Karachi and Islamabad. Around 130 alumni participate in these meetups, offering a peer support network that encourages continuous reflection, learning and career navigation.

To date, 274 women and 27 men have completed the EMPOWER program. Graduates report improved confidence, the ability to lead with empathy, greater team engagement, and readiness for senior roles. Some lead teams of 10 to 500 employees, while others have launched gender-responsive initiatives or advanced their careers after completing the program.

EMPOWER demonstrates scalability by expanding from internal cohorts to a fully external program with multi-sector participation. It continues to evolve through curriculum adaptations, regional mentorship hubs and planned cohorts. Through this long-term partnership with LUMS, we are aiming to train 1,000 women leaders across Pakistan by 2028.

Related UN SDGs

Initiative

Banglalink champions disability access

Banglalink is the first VEON subsidiary and Bangladeshi telecommunications company to sign the GSMA principles for driving the digital inclusion of persons with disabilities.

Our disability inclusion strategy addresses systemic barriers through innovative solutions for people with special needs:

- We established infrastructure accessibility across our operations, enhanced website features, installed ramps at offices and customer care centers and launched social media awareness campaigns promoting inclusive values.
- We created the Banglalink digital classroom initiative in partnership with Proyash Institute of Special Education. This program integrates technology into the education of differently abled children with a digital lab transforming traditional learning paradigms.
- We developed assistive technology through our wearable device pilot program. In collaboration with the Armed Forces and a line manager, we are creating wearables for children with special needs. These devices incorporate geo-fencing systems for location and health monitoring, camera integration for real-time visibility, two-way communication features, SOS alert systems for emergency response, user-friendly design, extended battery life for continuous protection and seamless mobile app integration.

In rural and urban areas of Bangladesh, these initiatives impact over 1.2 million people with disabilities (about 9% of the population). Through our partnership with the Proyash Institute, we serve more than 150 students with special needs, we have revamped more than 25 customer care centers and offices to ensure barrier-free access for customers with mobility challenges, our enhanced website benefits thousands daily, and our social media campaigns have reached more than 500,000 people.

Related UN SDGs

Creating an inclusive workplace *continued*

Initiative

Advancing gender equity and inclusive leadership

Banglalink recognizes that gender equity and inclusive leadership are essential to building a resilient and future-ready organization. While progress has been made, women continue to face barriers that limit their participation and advancement in leadership roles. We are addressing these challenges by creating opportunities for women to thrive in our workplaces.

To reinforce this commitment, we celebrated International Women's Day 2025, with the theme Accelerate Action—Lead the Future. Meaningful dialogue, awareness and action promoted leadership, inclusion and career progression.

Employees across functions participated in leadership conversations, experience-sharing sessions and awareness activities focused on empowerment and allyship. Senior leaders participated in the discussions and female employees played a central role as speakers, contributors and facilitators to ensure real experiences and perspectives informed the conversations.

The initiative encouraged colleagues to reflect on unconscious bias, inclusive behaviors and the importance of creating psychologically safe workplaces where women feel confident to lead. It also highlighted existing opportunities within Banglalink for learning, development and leadership growth. Insights from the event are being used to inform ongoing DE&I initiatives.

Post-event feedback indicated robust engagement and greater awareness of inclusive leadership behaviors for among more than 300 employees from both headquarters and regional offices.

Related UN SDGs

Initiative

Nurturing female leaders at every level

Inclusion is a value guiding how Mobilink Bank nurtures talent and shapes leadership. Our MobiLeads program addresses the underrepresentation of women in leadership roles and limited access to structured development opportunities in the financial sector.

Through MobiLeads, we provide a structured leadership journey for women at different stages of their careers across the Group. The program equips participants with leadership capabilities, strategic thinking, self-awareness and professional skills that enable them to navigate complex challenges, take ownership of their growth and assume leadership roles. It also reinforces confidence and visibility, which strengthens employee retention, engagement and succession planning within a culture where employees feel valued and motivated.

We structure the program across three interconnected initiatives:

- Developing future leaders (middle layer): Assistant managers and managers participate in immersive learning sessions facilitated by leadership experts. This includes mentorship from senior leaders, guest speaker sessions and practical exercises to strengthen decision-making, strategic thinking and leadership identity.
- Empowering branch employees (frontline women): Women in branches receive training in communication, negotiation, stakeholder management, digital fluency, workplace safety and self-defense. Engagement with leadership fosters a sense of belonging and recognition, ensuring career development is accessible to all employees regardless of location.
- Leadership expedition at LUMS (senior and high-potential women): A four-day residential program immerses participants in executive coaching, case studies, simulations and strategic decision-making exercises. This advanced learning prepares women to lead cross-functionally, manage complex challenges and drive organizational priorities with confidence.

Since the program's inception in 2023, 272 women have participated over 4,570 hours. In 2025, more than 109 frontline women in branches participated with a 90% completion rate for middle-layer participants.

Related UN SDGs

Creating an inclusive workplace *continued*

Initiative

Developing future women leaders in Central Asia

Beeline Uzbekistan has launched a six-month mentorship program with AmCham and USAID to invest in the leadership potential of young women across Central Asia.

The initiative prepares university students for future leadership roles by strengthening core professional skills: leadership, communication, presentation and confidence.

It combines orientation, mentor sessions, group lectures, company visits, workshops, projects and one-on-one guidance. Practical workshops focus on personal branding, goal setting, presentation skills, and public speaking. Diverse international perspectives are provided by 20 mentors, including C-suite leaders, academics and business professionals from seven countries.

Of 81 applications, 32 students from 10 universities across seven countries completed the program in 2025. Participants reported increased confidence, strengthened leadership capabilities, expanded professional networks and the successful launch of three new community projects.

Related UN SDGs

Initiative

Inclusive urban mobility service created for Ukraine

Uklon Inclusive was created to provide independent and dignified transportation for people using wheelchairs where post-Soviet infrastructure and the impacts of war have left gaps in accessibility. The non-profit initiative offers specially equipped vehicles – with lifts or ramps, safety belts and wheelchair restraints – operated by drivers trained to support passengers with mobility impairments. Fully integrated into the Uklon app, the service allows users to request accessible rides on demand without discrimination or additional procedures while maintaining affordability by pricing rides at standard levels, with users covering up to 30% of the cost and the remainder subsidized by Uklon and partners.

The initiative addresses physical and social mobility barriers to enable people with disabilities (including civilians, veterans and families with mobility-impaired children) to access essential services and participate more fully in daily life. Although non-profit, Uklon Inclusive strengthens the Company's core business by demonstrating leadership in inclusive mobility and setting a market benchmark for accessible transport. The fleet currently includes nine specially equipped minivans operating in Kyiv and Lviv with plans for expansion.

From April 2023 to December 2025, Uklon Inclusive completed 33,032 orders, travelled 388,250km and served 4,330 unique riders – demonstrating sustained demand and meaningful social impact. This includes 9,864 orders covering 104,527km for 1,707 riders from April 2025 to December 2025.

Related UN SDGs

Creating an inclusive workplace *continued*

Inclusion	2025	2024	2023
Proportion of female senior leaders (%)			
Ukraine*	**18 %**	13 %	29 %
Pakistan**	**32 %**	29 %	24 %
Bangladesh	**13 %**	25 %	20 %
Uzbekistan	**23 %**	29 %	33 %
Kazakhstan	**19 %**	29 %	29 %

Note: The data depicted in this section is based on simple average calculations of different entities within a country (Ukraine and Pakistan).
* *Kyivstar 23% and Uklon 13%*
** *Jazz 27% and Mobilink Bank 36%*

	2025	2024	2023
Female representation per function			
Commercial Business	**34 %**	26 %	20 %
Includes business functions such as marketing, customer experience, and product development			
Digital	**17 %**	8 %	10 %
Includes digital functions such as software developers, data engineers/scientists, agritech experts, digital marketers, and cybersecurity experts			
Front End Roles	**33 %**	28 %	37 %
Includes business functions directly engaging with customers as well as field-based employees			
Technology	**8 %**	9 %	9 %
Includes network and IT functions			
Corporate Functions	**38 %**	29 %	24 %
Includes the remaining support functions			

Proportion of senior management hired from the local community	2025	2024	2023
Ukraine	**89 %**	91 %	95 %
Pakistan	**100 %**	83 %	76 %
Bangladesh	**75 %**	63 %	60 %
Uzbekistan	**76 %**	36 %	42 %
Kazakhstan	**69 %**	64 %	69 %

Gender diversity	2025	2024	2023
Percentage of male employees	**70 %**	70 %	70%
Percentage of female employees	**30 %**	30 %	30%

Generational diversity	2025	2024	2023
– Gen Z (<30y)	**27 %**	20 %	29 %
– Gen Y (30 – 40y) and Gen X (40 – 50y)	**65 %**	74 %	65 %
– Baby Boomers (>50y)	**8 %**	6 %	6 %

Generational diversity in leadership	2025	2024	2023
– Gen Z (<30y)	**—%**	—%	22%
– Gen Y (30 – 40y)	**32 %**	18%	67%
– Gen X (40 – 50y)	**48 %**	58%	10%
– Baby Boomers (>50y)	**20 %**	24%	1%

	2025	2024	2023
Number of employees with self-identified disabilities	**299**	245	60