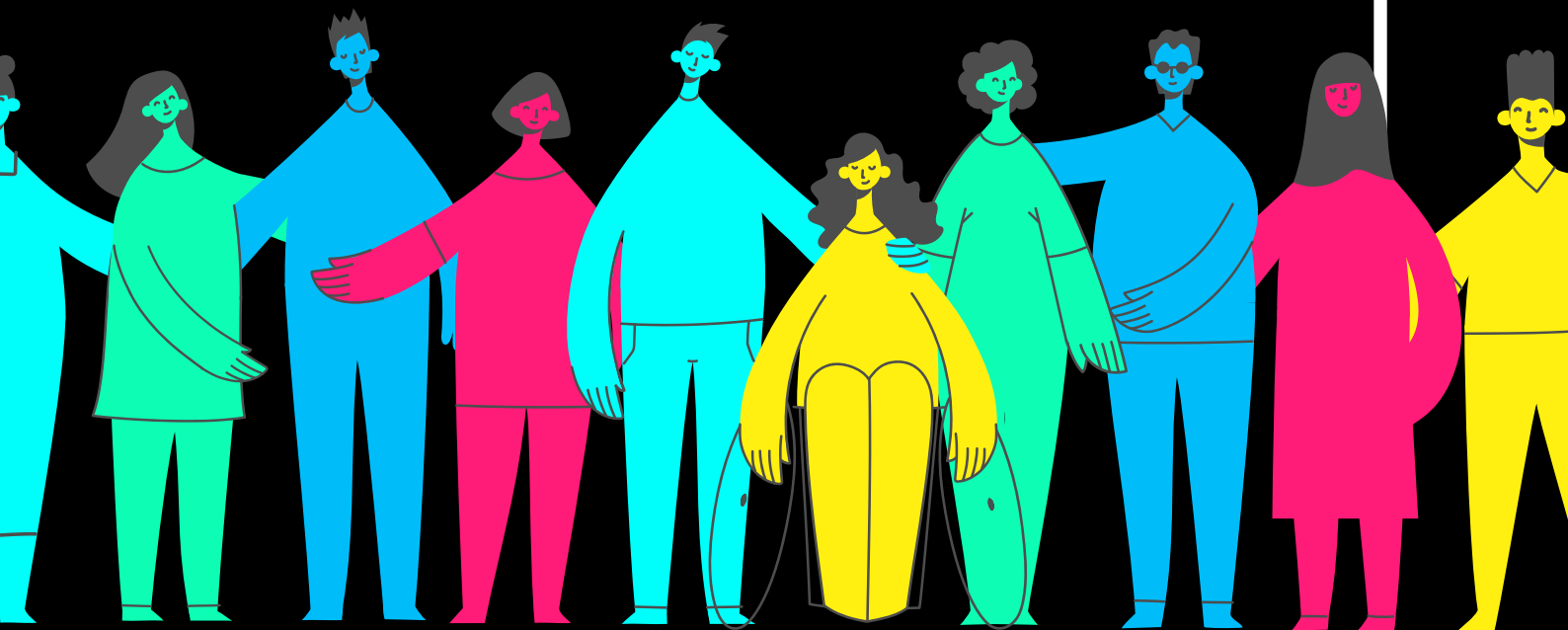


valtech_

The State of **DIVERSITY & INCLUSION**

2022 Report

Where we are and
where we're aiming to go.





Message from **Olivier Padiou**, Chief Executive Officer

At Valtech, our business is founded on the notion that the most innovative ideas are formed in the intersection of different people, cultures and experiences. We really believe that technology should be in service of humanity; not strategized, ideated or created in echo chambers by the few, for the few.

In 2021, we embarked on a mission to make a sustained and structural change to our Diversity and Inclusion approach. We wanted to develop and launch meaningful initiatives that would enable us to make a positive impact, promote and embrace diversity, and foster an inclusive environment across Valtech.

This report reflects the first steps of our journey – sharing the successes we have had and the challenges we are continuously tackling.

We exist to change the way people experience the world. This is not only true for the work we do, but for the community we want to build. It is a journey we are all on together and we know that change takes time. We will continue to track, educate, listen and improve.

We want to grow a company in which all our employees can succeed and thrive – that is our number one priority. We will stay accountable and hope to inspire other companies to also push for a fairer, more inclusive industry.

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Welcome: Our first report

At Valtech, we are very excited to share our first annual diversity and inclusion report with you all.

Collaboration between people with different backgrounds is at the core of our agile roots. It's at the core of our connected agency with offices in 20+ different countries. Diversity is a key driver in our success – how we work with each other, with our clients and how we deliver the solutions of today and tomorrow.

We've been working hard on embracing diversity and fostering inclusion in all we do, launching our first group strategy in September 2021. Since then, we've been making progress across specific equitable initiatives, gathering our data across regions, and embedding sustainable practices that will create the long-lasting impact we require.

In this report, we'll share our strategy focuses, data, initiative progress and our goals, alongside exciting local and regional Valtech case studies from across the globe.



“

Our work on embracing diversity and fostering inclusion at Valtech is key to the success of all our Valtechies and enabling our **groundbreaking work** with clients. We have made significant progress and impact through our **5-Pillar Strategy** – moving forward, we will continue to push ourselves, ensuring equity is at the core of all we do, enabling us to tap into the phenomenal diversity within all 60+ Valtech offices.”

// Sheree Atcheson, Group Vice-President of Diversity & Inclusion

Our Strategy: At a glance

At Valtech, we have focused our diversity and inclusion efforts across five pillars, over 20+ countries and 60+ offices. Through these five pillars, we've prioritised equitable measures that set us up for long-term, sustainable change.

Everyone at Valtech

Our 5 Pillars of Diversity & Inclusion



1 / INCLUSIVITY

We will continue to focus on creating inclusive environments for everyone, providing clear avenues to raise issues as needed



2 / HIRING

We ensure our hiring process reaches many types of people through tailored and equitable measures



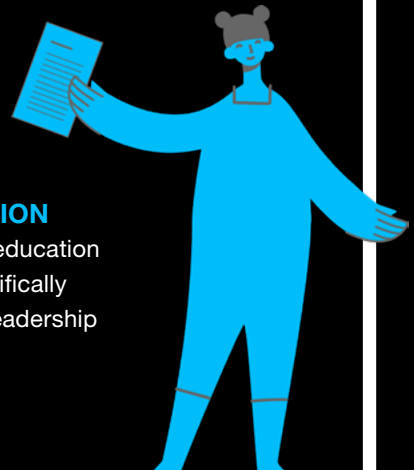
3 / COMMUNITY

We collaborate, bringing together everyone at Valtech for our common mission



4 / ACCOUNTABILITY

We are accountable for this strategy, sharing data, successes and lessons learned



5 / EDUCATION

We prioritize education globally, specifically focusing on leadership

Our Primary Numbers

At Valtech, data is core to our strategy. Both to understand where we're at right now and to help define the goals we want to reach. We're embedding systems in place to enable us to have a clear view of demographics represented across Valtech, in all regions. While we're still working to amass all of this information, and plan to release it in full in the future, we're keen to share our early learnings here.

Hiring Data

40%

of all global hires in 2022 are women

**We know diversity is much more than gender identity – so we're gathering a broader set of data that will be more inclusive to others.*

45%

net growth of female hires in 2022, an increase from 41% in 2021 and 33% in 2020

Peakon Data

8.5/10

score in our employee engagement platform for Diversity & Inclusion, which places us in the top 25% of Professional Service industries

+0.2

increase from our starting Peakon score of 8.3 when we rolled out our first survey in Jan 2022

Peakon Survey: a snapshot of how our people feel

Peakon Surveys allow us to understand how all Valtechies feel on diversity, inclusion, health and wellbeing. We rolled out Peakon as our global engagement platform in January 2022, and we pulse all employees every six weeks. With these insights, we effectively listen to all Valtechies in a psychologically safe, anonymised way.

REGIONALLY

Latin America scored the highest, with 8.9, out of 10, followed by Asia-Pacific (8.7), Europe, Middle East and North Africa (8.3), North America (8.0).

ACROSS GENDER IDENTITY

Diversity and Inclusion Overall

This score measures how Valtechies feel about diversity and inclusion at Valtech.

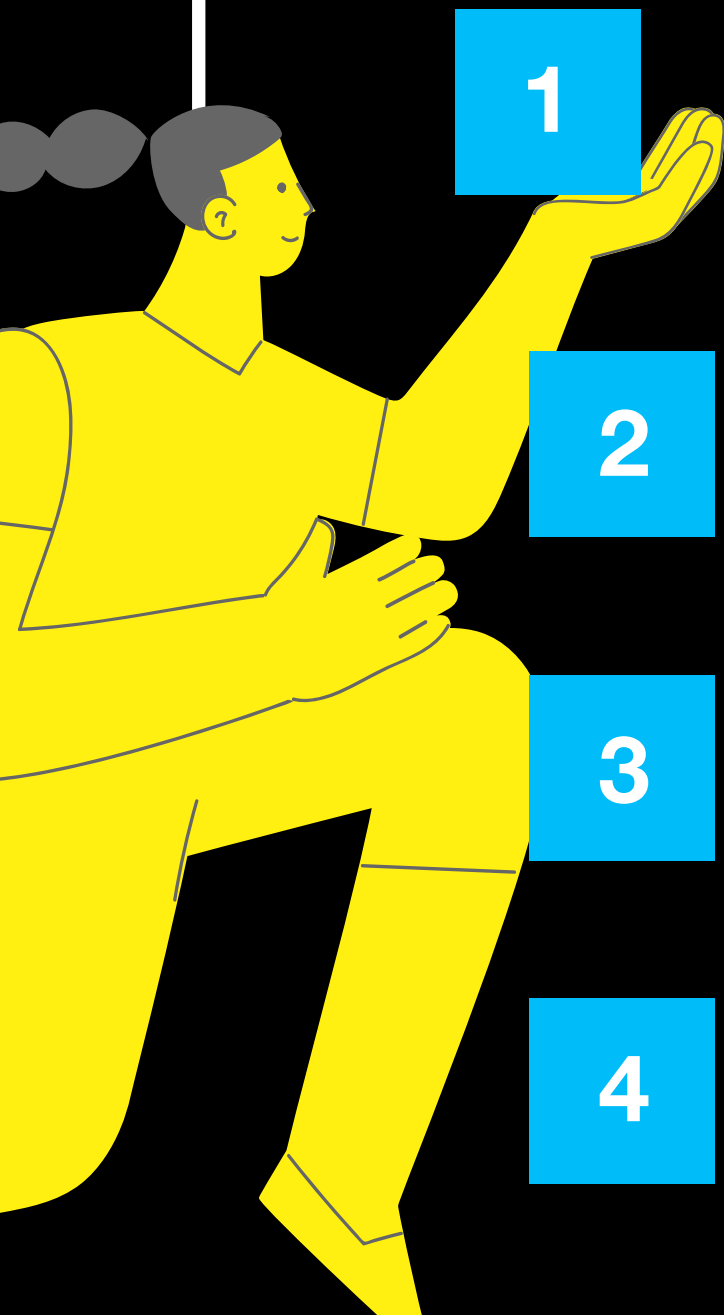


Inclusiveness

Alongside this, men and women score an Organisational Fit of 8.5, signifying that these groups feel a sense of belonging here at Valtech.



Our High Level Initiatives



/ **ACCELERATING INTO LEADERSHIP PROGRAMME**

Focused on the progression of underrepresented Valtechies

/ **OUR HIRING APPROACH**

Creating a more transparent and consistent hiring approach both regionally and globally

/ **EMPHASIZING ACCESSIBILITY**

Prioritizing accessibility in our work

/ **CELEBRATING DIVERSITY**

Religious holidays from all cultures and regions, International Women's Day, and events such as Pride Month

What we've been **working on**

Across our 5 Pillar Strategy, we've been busy focusing on embedding initiatives from 2021 and maintaining these throughout 2022. Here is a summary of our efforts.

ACCOUNTABILITY

Accountability for us is doing what we say we're going to do and being transparent along the way.

Maturity index

Understanding the status of our regions against our Group strategy is core to our progress – it enables us to collaborate, remove blockers and be accountable for the priorities we have set. Within Valtech, we have launched our new annual Group D&I Maturity Index which all regions are measured against.

Our maturity index asks a series of questions on what has been implemented on an entity-level through our five pillar strategy, checks for balanced representation data (where we have it) and digs deeper into entity-level Peakon data, to see how all Valtechies feel in their place of work.

Through this matrix, we can see we have work to do, and all teams are now focused on maturing against our matrix, ensuring consistent progress. To aid this process, all Managing Directors and People & Culture Leads have a dedicated 1:1 session with our Group VP D&I to make actionable plans, moving forward.

ADVANCED: 1

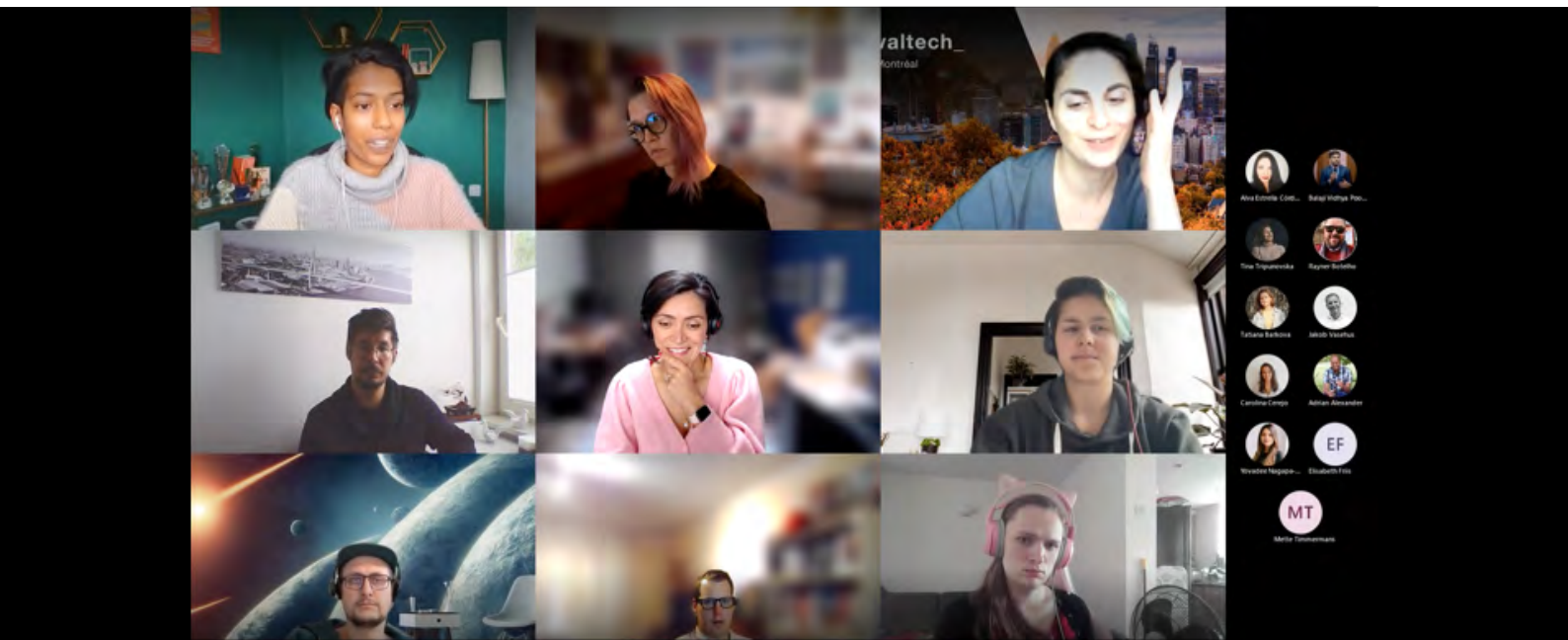
INTERMEDIATE: 12

BEGINNER: 15

Inclusion metrics incorporated into business reviews

Diversity and inclusion are core to our success, and because of this, our Workday Peakon Employee Voice Engagement, Diversity & Inclusion, and Health & Wellbeing scores, with quarterly actions to complete, are included alongside our business reviews across all regions. This ensures all local and regional management is aware of their current state of D&I, whilst also embedding accountability through the actions that must be completed each quarter.

Diversity & Inclusion Council



Our global council brings together those from different backgrounds and experiences, sharing their ideas and providing different lenses onto the one strategy and group of initiatives. It's another way for us to directly listen to our Valtechies' personal insights, and provide action. It was formed in 2020 (renewed annually with new members) to help as a sounding board in our D&I strategy, alongside ensuring different perspectives were heard by our Chief Delivery Officer (and Exec Sponsor), and our Group VP D&I.

Consistent, regular updates

Keeping all employees up-to-date on our progress is important. After all, diversity and inclusion is everyone's role here at Valtech. To do this, we share six-monthly detailed reports (like this one!) to all employees in a dedicated update, ensuring this work is given the importance it requires.

Alongside this, in our monthly Group newsletter, we include an #AllyAction so all of our Valtechies can learn together and become better allies, through positive, concise efforts.

EDUCATION

Education is making sure we are confident all Valtechies understand core concepts like diversity, inclusion, privilege, allyship and know how to make balanced decisions.

Building inclusive leaders

To enable us to make an impact, our Group Leadership on Diversity and Inclusion has mandated training initiatives for people in managerial and C-suite roles, on two topics important to hiring and leading a diverse team. These trainings are now embedded as part of progression and promotion to these levels.

/ Privilege Awareness

86% of Regional and Global leaders trained on Privilege Awareness, which is an educational workshop to aid leaders in recognising privilege and challenging it in decision making processes. It focuses on the impact of exclusion, bias, intersectionality and privilege and how we can make meaningful changes as leaders.

/ Inclusive Interviewing Practices

95% of Regional and Global leaders training on Inclusive Interviewing, which is a module hosted on our global learning platform dedicated to educating interviewers/hiring teams on the top six biases within the hiring processes, the impact of these biases and how to disrupt them.

Allyship as the key to unlocking the power of diversity

As allies, each of us plays a role in advancing our culture of inclusion. To bring everyone on this journey together, we have a new module on the importance of allyship, definitions of ally and allyship and meaningful actions (both big and small) that we call put into place at a company-level, a team-level and on a personal level.

Creating safe and inclusive environments around us

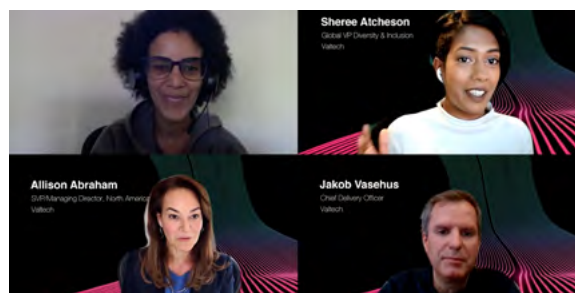
Across the Group, we have enlisted a supplier which provides mandated training on workplace harassment to all Valtechies. We are mandating this across every employee because each of us holds a responsibility to create safe and welcoming spaces around us, ensuring no one is discriminated against. This training will be rolled out in early 2023.

COMMUNITY

Community focuses on bringing together all Valtechies to celebrate, learn and be inspired by all of our unique cultures.

International Women's Day 2022

To celebrate IWD 2022, we had our first global celebration with Timnit Gebru, the ground-breaking data scientist who specialises in unearthing bias in data and AI. Her session was enlightening and the first of our global events. Her session focused on what we can all do to create unbiased and inclusive solutions, both in the present and future.



My G Work & Pride 2022

As part of Pride, we announced our partnership with My G Work, a global recruitment and networking hub for LGBTQ+ professionals, graduates, allies and organisations to promote diversity and inclusion in the workplace and beyond. My G Work's mission is to empower the LGBTQ+ community by offering individual members a safe space where they can connect with inclusive employers, find jobs, mentors, professional events and news. As part of our partnership, all currently open and future roles at Valtech will be posted on [My G Work's platform](#), where we hope to reach a new diverse community of talent.



In line with this, we had our first global Pride event with Devin Ibañez, the world's first openly gay Major League rugby player. Devin shared his journey into rugby, the bias' he's faced and his call to action for all Valtechies to stand up for the LGBTQ+ community.

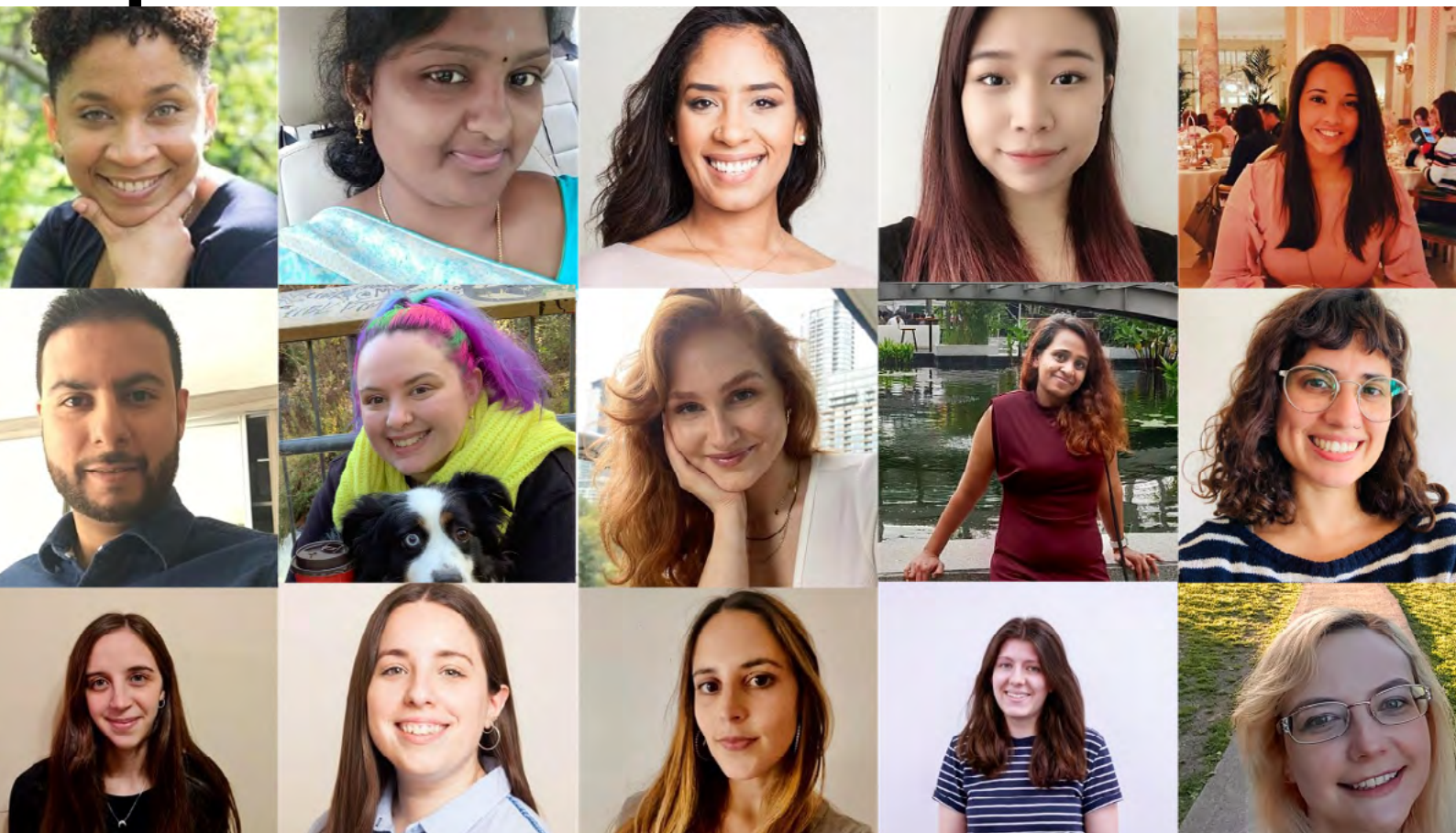
International Day of People with Disabilities

SCOPE

International Day of People with Disability (IDPWD) is a United Nations-supported day that is celebrated internationally on December third. The aim of this marked day is promoting empowerment and helping to create real opportunities for disabled people. Given our work as a digital transformation agency, our focus was on digital accessibility. For our global event, we partnered with Scope, a charity dedicated to supporting disabled people and their rights. Their Lead Accessibility Specialist delivered an exciting keynote on the importance of accessibility and how all of us can create more accessible content, pitches and more.

INCLUSIVITY

Inclusivity is our focus on ensuring all Valtechies can reach their goals, whatever they might be - with a clear focus on equity.



Accelerating Into Leadership Programme

To aid progression for underrepresented groups within Valtech, we have formed our Accelerating into leadership (AiL) programme. The programme's goal is to support the progression of underrepresented Valtechies through providing structured meaningful sponsorship.



In October 2021 we rolled out a 12-month pilot, across six regions (India, U.K., Argentina, Switzerland, Toronto and Chicago), covering 46 protégés. Protégés are paired with a senior leader within/close to their business unit, where they have the ability to get constructive feedback on progressing, visibility in the rooms their Sponsor is in and access to the Sponsor's network. Acceleration sessions on public speaking and personal branding were run for protégés with 300 Seconds, an organisation dedicated to helping underrepresented people find their voice and use it in the best way for them.

Throughout the programme, we have gathered protégé feedback. Here's what they said:

84%

are more comfortable discussing career aspirations or promotions now vs start of the programme

4/5

overall satisfaction score, which is an increase from 3.2 at the beginning of the programme

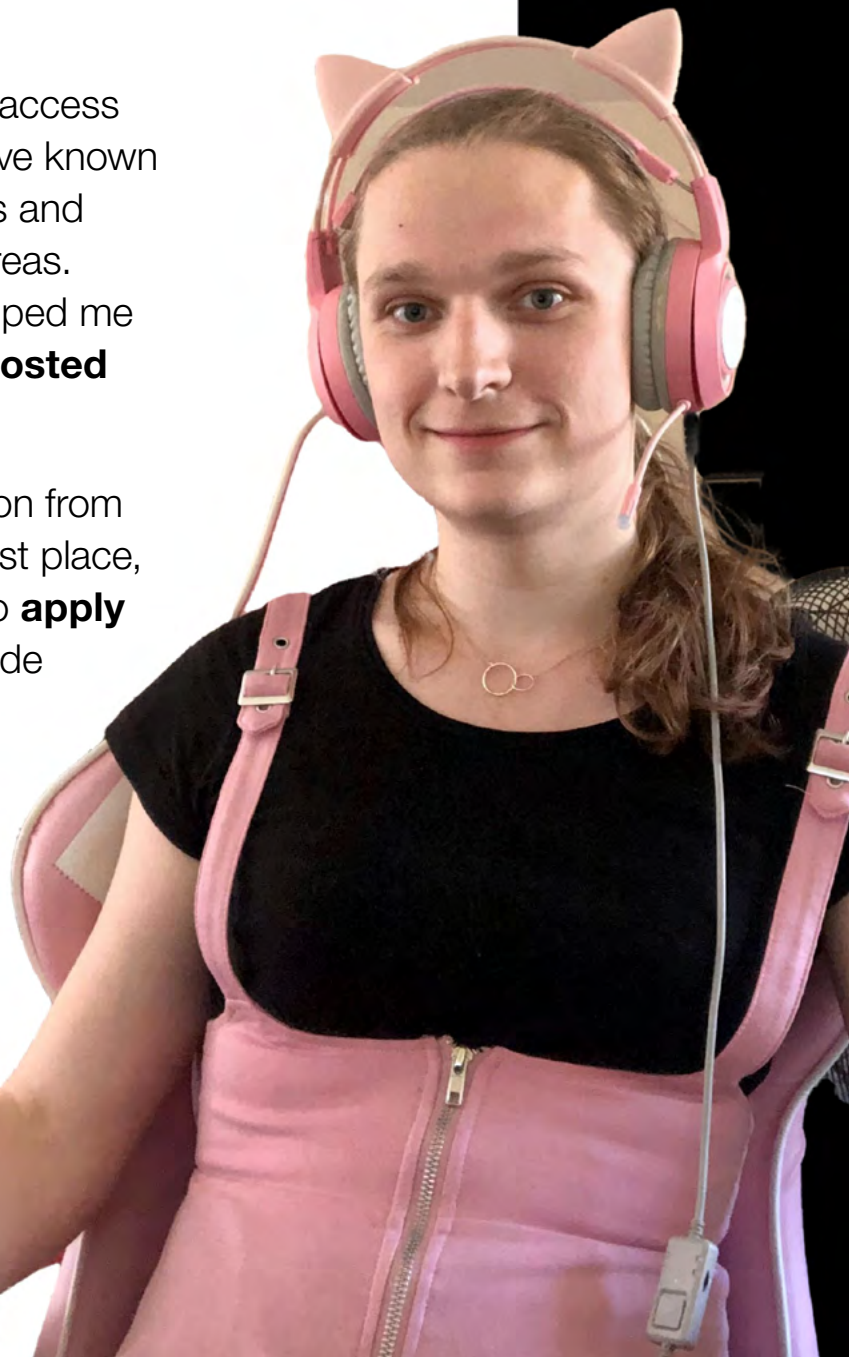
41%

have earned promotions since they started the programme

“This programme enabled me to access useful information I would not have known otherwise for future opportunities and people to connect with in new areas. The 300 Seconds workshops helped me develop applicable skills, and **boosted my confidence**.

That, combined with the motivation from being in the programme in the first place, made me feel much more able to **apply for opportunities** that were made available to me, including some that I wouldn't have even known existed were it not for this programme. My journey will be continuing long after my time on the programme finishes, and I am very happy with the track I'm on now – it's heading exactly where I want it to be.”

// **Georgina**, one of our protégés



HIRING

Hiring is being confident that we are reaching a diverse pool of candidates, challenging bias in our interview processes and embedding friction before decision-making.

Competency-Question Matrix

For hiring to be inclusive, it must be consistent. To aid with this, we've created a global hiring matrix template with suggested questions for competency areas to help us analyze (see *below*).

Using our Applicant Tracking System, TeamTailor, we're able to provide a selected set of questions alongside a scorecard (rating from zero to five stars) to help nudge and remind all interviewers of these important questions.

To help all potential Valtechies prepare for interviews with us, [we've shared this externally](#) too.



care

Building other people's careers around them to aid growth and progression, diversity and inclusion awareness/interest, understanding perspectives alongside their own and actively sponsoring others.

share

Teamwork ability and collaboration, sharing and seeking knowledge, forming best practices with all of our teammates and colleagues across Valtech.

dare

Problem solving and taking initiative to reach our and our clients goals. Embodying leadership by leading by example and having the courage to make the right decisions.

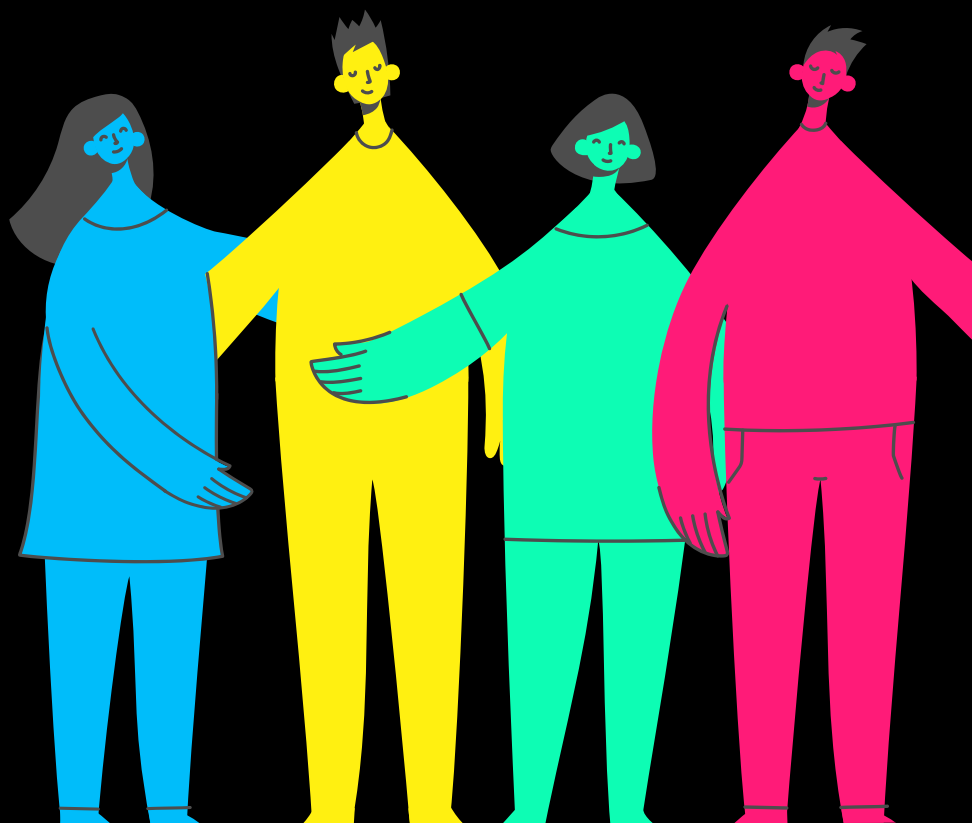
Europe, the Middle East & Africa Senior Hiring Pilot

We're aware within our senior levels at Valtech we do not have parity across gender or ethnicity. This causes echo chambers in our decision-making rooms and, ultimately, we know better diversity leads to better business outcomes. Given our well-formed structure, alongside the fact many of our leaders sit within EMEA, we developed a pilot to attempt to diversify all candidate pools for senior level hires.

This involved:

- / Active tracking of who is in our Talent pipeline, using TeamTailor while securing GDPR compliance
- / Committing to asking for balanced shortlisted (or overrepresentation) of underrepresented candidates
- / Reviewing all pilot-roles for gender bias and including Group VP of D&I in interview process (when relevant)
- / Defined per role basis: committing to having second-stage interview (after Hiring Manager stage) pool made up of a minimum number of people (number set per role basis) from underrepresented backgrounds before making a hiring decision

From this pilot, we've seen a number of successes such as new Managing Directors and new leads within MACH, Salesforce and Sitecore.



Case studies: hear from our people

Across Valtech, our teams have been busy – making impactful changes, embracing diversity and fostering inclusion across their teams. There are many stories to share. We have selected a few examples of some of the inspirational work our teams have been doing through their diversity and inclusion strategies.

Tech_Girl – Global Gender Outreach

There is a gender disparity issue within the technology industry where **women currently hold only 26.7% of tech-related jobs.*** As a company in 20+ countries, we have a responsibility to play our part in changing this.

Tech Girl is a core initiative for Valtech. It focuses on empowering the next generation of women in tech through educating and showcasing tech careers to young girls, especially those from underprivileged areas.

Through Tech Girl, we empower young girls to explore technology and the careers open to them. They begin by sharing what they think of technology (something we ask again at the end to see the difference), then delve into coding. Whilst they do this, they are supported and mentored by our own women in tech here at Valtech, answering any questions they may have. Afterwards, they share their work and get their very own diploma. To wrap up the day, all the aspiring techies hear from our own Valtechies on their own career stories, helping inspire the next generation of women in tech.

We run events in Argentina, Brazil, Canada, Denmark, France, Germany, India, Mexico, Netherlands, North Macedonia, Sweden, UK, Ukraine and U.S.



910 girls have participated in these events.



[Watch Valtech India's Tech Girl Celebration](#)



*Source: <https://www.statista.com/chart/4467/female-employees-at-tech-companies/>

Programa de Estagio – Brazil's internship Programme

“

I call myself a bug in the system in Brazilian society. I came from a very poor family with **no access to any opportunities** of good education, healthcare and other basic services so normal in developed countries, but when I was a young teen, I was selected to join an internship at a big bank in Brazil.

Needless to say, this opportunity has **changed my life**, the life of my family and other generations to come. Since then, I have in my mind the thing people need in a country like ours is opportunities to develop their capability, opportunities to be who they want to be, etc.

We created a number of different Internship programmes with the goal of offering opportunities to people who wouldn't be the obvious choice:

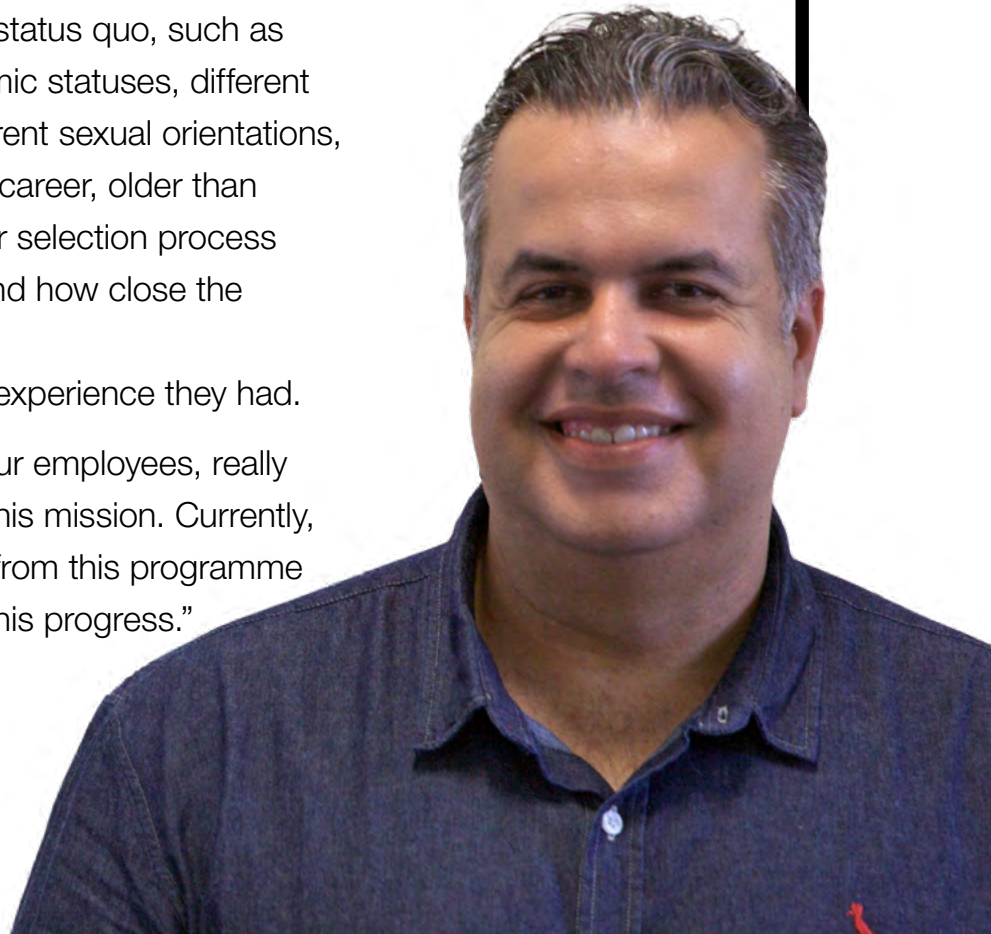
people who are discriminated against in Brazil

for being different than the status quo, such as those from different economic statuses, different races, single mothers, different sexual orientations, people choosing a second career, older than the average, and so on. Our selection process **focused on our values** and how close the candidates are to them, as opposed to what direct experience they had.

All mentorship is done by our employees, really engaging Valtech Brazil in this mission. Currently, we have **hired 88 people** from this programme and we're excited to keep this progress.”

// **Fabiano Fernandes,**

EVP, Delivery and Operations Latin America



Data-Driven Accountability in India

Ramachandra Kodi, *India VP People & Culture*

Supritha Naveen Amin, *India People & Culture Manager*

Data is core to accountability. To keep the conversation relevant and enable goal-setting, the Indian team have focused on creating data-dashboards. These dashboards enable leadership to be consistently aware of the gender diversity breakdowns across their remit and practices, alongside the percentage breakdowns of promotions across round.

With this data, the team is working on diversifying their pipeline of leaders through participating in the global Accelerating into Leadership programme, embedding inclusive interviewing training throughout the entire organisation.

In addition to this work, Valtech India has rolled out a Women Lead Program, a 360-degree program with an objective to build a next layer of women leaders aligned with the strategic objectives of Valtech and equip these leaders with the attributes needed to lead from the front and drive business growth. Fifteen women have participated in this program to date.

Accelerating into Leadership Programme

- / This programme helped them to explore their **strengths** and the skills they bring to the table
- / Become better professionals with more **confidence**, business acumen and people leadership
- / Embark on their personalised **leadership** journey



Valtech India also took the opportunity to represent all the great work done in the space of D&I at Nasscom, an India-wide non-profit organisation dedicated to supporting the Indian IT/ITES industry, where the conversation focus was Tech Girl.



Prioritising Accessibility at Our Core – Accessibility Craft Circle

Gareth Joyce, *UX Designer*

Annick Primard, *Web Accessibility Expert*

Manoel dos Santos, *Director of Frontend Development*

Oliver Kulpi, *Executive Creative Director*

Zili Zhang, *Architect Magento FED*

Petra Muda, *UX Designer*

Carisa Bauman, *Senior Account Manager*

Global Craft & Industry Circles are communities of practice formed around common competencies and technologies. Craft & Industry circles were formed to help ensure Valtech stays in-tune and in-step with the dynamic nature of our industry. Designed to give our people and teams a way to tap into our global collective intelligence, Craft & Industry Circles provide a forum for accessing support, a means of sharing insights, and a mechanism for us to come together and shape the way we work.

3 Pillars of Accessibility



Through our Craft Circle, the Inner Circle team has gathered knowledge that enables our teams to embed accessibility at the onset and throughout the solution creation process, instead of this being an afterthought.

Alongside this work, the team has focused on bringing our over 300+ Accessibility members together through community events such as Global Accessibility Awareness Day, where they recognised the day through several education sessions focusing on frontend development and user experience. They also hosted a session with AbilityNet, where accessibility consultant Adi Latif shared his user experience as a blind person using everyday technology.

Accessibility Craft Circle

GOALS

Create a community

Building other people's careers around them to aid growth and progression, diversity and inclusion awareness/ interest, understanding perspectives alongside their own and actively sponsoring others.

Empower our delivery teams

Teamwork, ability and collaboration, sharing and seeking knowledge, forming best practices with all of our teammates and colleagues across Valtech.

Enable our sales teams

Problem solving and taking initiative to reach our and our clients' goals. Embodying leadership by leading by example and having the courage to make the right decisions.



Embracing Neurodiversity in the Workplace

Melisa Guerbi, New York & San Diego People & Culture Director

“Everything started when a handful of employees shared with me that they were on a spectrum and confessed that they didn’t feel safe sharing their disability with their manager and team fearing they’d be seen and treated differently. I decided that it was time to **recognize the many strengths and talents that come from thinking and perceiving the world differently.**”

The Neurodiversity L&L Initiative aimed to:

provide
education

celebrate
neurodiversity

increase acceptance
and understanding

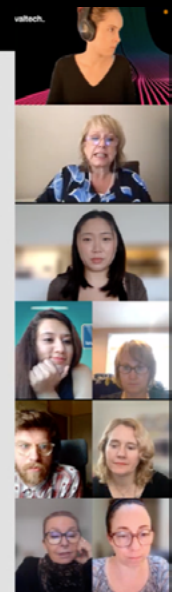
The goal was to transform how neurodivergent individuals are perceived and supported by providing Valtechies and Valtech with the opportunity to recognize the many talents and advantages of being neurodivergent, while creating more inclusive and equitable cultures that celebrate differences and empower every individual.

By celebrating the strengths of neurodivergent individuals, we can begin the seismic shift of changing the way neurodivergent individuals are perceived and supported, empowering them to achieve their potential.

Neurodiversity community superpowers

Neurodiversity is a **combination of traits** that are seen as both **strengths** and challenges. Depending on the neurodiverse **variation** and its intensity, individuals can display **strengths** in different areas, including:

Autism	Dyslexia	ADHD	Dyspraxia
Average to very high intelligence	Picture thinkers	Hyper-focus	Strategic thinkers, problem solvers
Detail oriented	Mechanical aptitude	Higher levels of creativity	Creative and original thinkers
Reliable and punctual	Highly creative	Higher levels of curiosity	Highly motivated
Highly able to perform repetitive tasks	NASA Employees (50%)	Leaders	Determined and hard working



Our Goals

Goals are key in this work as they hold us accountable. We are still working on embedding new systems which give us a better global view on our employee representation. In the meantime, we are focusing our goals across two metrics.

Our Current State

How our people feel

8.3 → 8.5

Peakon allows us to perform a temperature check on how Valtechies feel about the state of diversity and inclusion at Valtech alongside what we can do better. Since January 2022, we have seen an upwards trend in our D&I score, from 8.3 to 8.5. In addition, we can see we are consistently above the industry benchmark of 8.1.

Hiring

40%

From January to December 2022, 40% of our new hires (both current and those forecasted with later 2022 start dates) are women. In 2021, 45% of all new hires were women.

Our Peakon GOALS

Remain on Top

Remain in top 25% benchmark of Professional Services, maintaining an average score of 8.4

Continue to Improve

End 2023 with global score of 8.6, continuing our projected positive trajectory

Our Hiring GOALS

Positive Trajectory

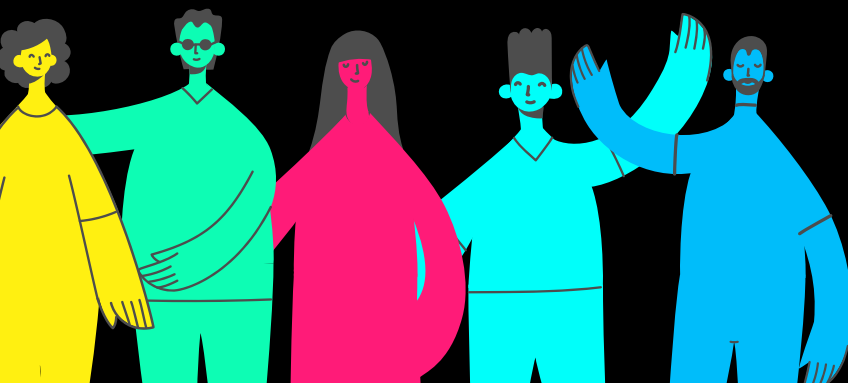
Maintain positive trajectory of diversity in hiring

Hire more Women

End 2023 with between 43-45% of new hires being women

Underrepresented Talent

Continue prioritising underrepresented talent in our searches for senior hiring through structured pilot



Moving Forward

We're making progress and we know this is just the start of our journey.

Empowering

Embedding Peakon analytics into our leadership and decision-making rooms, through empowering leaders to regularly delve into the insights given to them, ensuring inclusion and diversity are at the core of all we do.

Monitoring

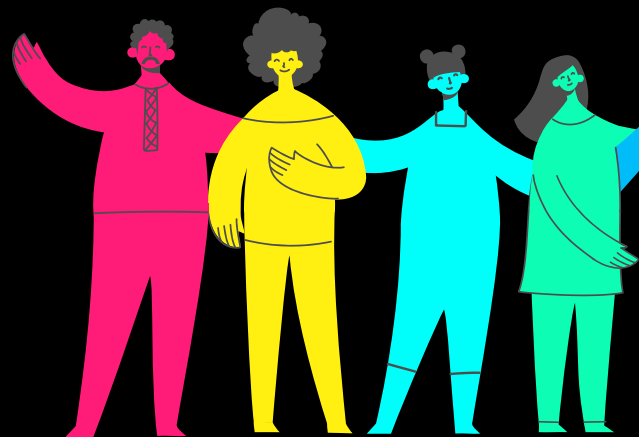
Capturing our employee representation globally, enabling us to know exactly where we are.

Frameworks

Finalise Accelerating into Leadership pilot and Senior Leadership Hiring Framework, to implement across all regions.

For all updates, new reports and more, visit:

[Diversity & Inclusion Section](#)



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Have feedback or questions? Please contact us [here](#)

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