CYBERNETICA

Public

Diversity, Equality and Inclusion Policy of Cybernetica

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1 Introduction

1.1 Purpose of the Diversity, Equality and Inclusion (DEI) Policy

In Cybernetica we believe that when people feel respected and a sense of belonging, they can be more creative, innovative, and successful. With diverse and inclusive team we can implement our mission to create future-proof technologies for secure digital societies.

All employees shall have the same opportunities when working in Cybernetica and have equal access to development and career opportunities. We aim to continuously improve our approach on diversity, equality and inclusion. Cybernetica wants to create a climate where diversity, equality and inclusion are self-evident parts of the work culture.

The diversity of our employees is ultimately an opportunity to utilise a variety of experiences and competencies that makes diversity a factor in consistently raising profitability and ensuring that Cybernetica remains an attractive employer. Consequently, diversity, equality and inclusion are of strategic importance for the top management of Cybernetica.

1.1.1 Scope

This policy applies to all of Cybernetica's employees and decision-makers (management), our work environment, including employer activities outside of regular working hours and locations.

1.1.2 Resources

The company's top management has allocated resources for design, implementation and monitoring DEI policy through the Human Resources budget and staff.

Cybernetica's human resources manager annually collects, monitors and reports DEI associated statistics (including gender equality) to the top management.

Cybernetica's employees and managers are made aware of and guided of DEI activities through the policy and internal guidelines (code of conduct), statistics reports and through awareness-raising seminars held with a certain regularity.

1.2 Workplace diversity, equality and inclusion definitions and legislation

1. **Diversity** is the range of people in our workforce. We embrace and value people with different age, gender, ethnicities, religions, unique perspectives and different experiences from various backgrounds, including people with disabilities.
2. **Equality** refers to the equal job opportunities and fairness for our employees and job applicants. We ensure that everyone has equal opportunities and that we treat each other fairly.
3. **Gender equality** refers to equal rights, obligations, opportunities and responsibilities of people of all genders in all areas of social life, including working life.
4. **Inclusion** at the workplace means everyone feels valued at work. We encourage a welcoming work environment where individuals feel respected, and empowered to contribute, come up with different ideas and be authentic.

Cybernetica takes into account the following legislation and regulations regarding employee diversity, equality and inclusion principles:

- Charter of Fundamental Rights of the European Union
- The Constitution of the Republic of Estonia
- Equal Treatment Act of the Republic of Estonia
- Gender Equality Act of the Republic of Estonia
- Employment Contracts Act of the Republic of Estonia
- Occupational Health and Safety Act
- Personal Data Protection Act

This list is not exhaustive and other statutory legislation, regulations and internal guidelines are taken into account.

2 The mission

2.1 The mission and vision of Cybernetica

Cybernetica's mission is to forge future-proof technologies for secure digital societies. We envision our research-based endeavours to reach even the most far-away places globally, because all societies deserve to live up to modern standards. We see how innovative e-governance solutions allow citizens to have greater accessibility to state services, as well as improved state security overall.

We strive to continue creating such research-based solutions for digital societies of all sizes. As per our company strategy, we envision to become globally go-to, known and renowned architects of unique and innovative e-governance solutions.

Our vision helps us to contribute globally to the inclusion of all citizens with diverse backgrounds to equally reach necessary governmental services.

2.2 Cybernetica’s Diversity, Equality and Inclusion Policy’s mission

Cybernetica aims to provide equality, fairness and respect among our employment relations and for each employee to feel respected and able to give their best.

Cybernetica is committed against unlawful discrimination of our workforce, customers and any other interested party in providing our products and services.

This means Cybernetica does not unlawfully discriminate characteristics as:

- age
- sex
- sexual orientation
- gender identity
- gender expression
- race
- ethnic or national origin
- marriage / partnership
- pregnancy and maternity, parenthood
- performing national defence duties
- special need, disability
- language
- political opinion
- freedom of thought, belief, religion

Cybernetica seeks fair treatment, encourages involvement of interest groups and avoids all forms of unlawful discrimination. This includes the following areas:

- recruiting and selection of candidates for employment
- terms and conditions of employment such as pay and benefits, assigning work tasks and projects, work equipment, transfer to another job position, dismissal, redundancy or other forms of termination of the employment contract, adherence to working hours and entitlement to vacation
- career advancement, trainings and other developmental opportunities
- personal data protection
- work and private life balance
- flexible working conditions
- dealing with grievances and discipline

Cybernetica regularly reviews employment practices, procedures and guidelines to ensure fairness, and also updates them and the policy to take into account the changes in the law or in the environment.

Cybernetica ensures that all process descriptions and guidelines are gender neutral.

3 Company commitments in DEI policy

3.1 Recruitment and selection of candidates for employment

Cybernetica commits in actions and initiatives ensuring fairness and equal opportunities for all candidates, regardless of their background.

- Cybernetica's job ads are inclusive using gender-neutral language and focus on essential skills and qualifications rather than any subjective or biased criteria to attract suitable candidates.
- To widen the candidates talent pool, Cybernetica uses diverse recruiting channels.
- Candidate reference checks are done with neutral questions focusing on a candidate's relevant skills, competencies, demonstrated commitment and legal requirements to ensure objective evaluation.
- Cybernetica includes team members from various backgrounds to job interviews in order to minimize individual biases and provide more comprehensive candidate assessment.
- Sees external hiring as a way to bring fresh perspectives and skills to the teams.
- All candidates have equal rights to ask for recruitment policy, an explanation of decisions made during the recruitment process to a reasonable extent, to receive feedback during the recruitment process.

3.2 Terms and conditions of employment

Cybernetica commits to fair, respectful, and non-discriminatory treatment of all employees, ensuring that protected characteristics like gender, disability, origin, religion etc do not influence decisions on pay, workload and other employment terms and conditions. Cybernetica commits to the following principles:

- Annually monitors the gender pay gap by job groups and job levels in the career paths.
- Salary ranges have been approved by the management board in large-scale job groups. Unit managers are informed about fair salary ranges and fair salary data in the market for different positions.
- Salary is paid according to the work, its value, employee's length of experience, qualifications (incl academic degrees) and work performance.
- Working part-time when possible and needed: company provides equality and fairness for all in our employment, whether temporary, part-time or full-time.
- Benefits apply equally to all employees: additional work benefits are reviewed annually to ensure their diversity and so that they appeal to different interest groups.
- Ensures fair, legally correct and transparent processes when employment ends regardless of whether it is resignation, retirement, dismissal, redundancy or other reason.

3.3 Career advancement, trainings and other developmental opportunities

Cybernetica ensures equal principles and opportunities for learning and development initiatives. We make opportunities for training, development and progress available to all employees, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation. Cybernetica believes that supporting professional development leads to increased engagement and also readiness for career advancement. We want to create and maintain a culture that encourages curiosity and knowledge sharing.

Cybernetica:

- Has clear and gender-neutral job descriptions which clarify roles, responsibilities and expectations.
- Strives to ensure that training opportunities, internal seminars, certificate courses and potential career advancement possibilities are accessible to all employees under equal circumstances.
- Develops the career advancement pathways (for larger professional groups) with objective requirements like pre-defined necessary qualifications and experiences.
- Career advancement is based on employee's potential and merit not on personal characteristics of favour.
- Enables internal hiring and mobility if possible to explore various roles and enhance engagement.
- People with different levels of education are represented among the employees. We encourage flexible work conditions to study alongside work.

3.4 Personal data protection

DEI policy within data protection processes focuses on protecting the dignity and rights of individuals when collecting and using their personal information, ensuring compliance with privacy laws. Cybernetica's managers and employees refrain from processing and making any assumptions or decisions based on person's sensitive personal data about racial or ethnic origin, political opinions, religious or philosophical beliefs or trade-union membership, biometric data, health data, data concerning an individual's sex life or sexual orientation, gender identity and gender expression or any other sensitive personal data both in hiring and day-to-day work operations.

3.5 Work–private life balance and flexible work arrangements

Cybernetica strives for the culture of psychological safety and an environment where personal needs are respected. Cybernetica ensures all employees, regardless of their diverse backgrounds, can achieve a healthy and sustainable work-life integration.

Cybernetica commits to the following principles:

- Where possible and to a reasonable extent considers employees individualized needs and diverse circumstances while dealing with work and private life balance – there is no one-size-fits-all approach as employees have different needs for those related to family, caregiving, or personal well-being.

- To a reasonable extent and upon mutual agreement implements flexible work arrangements like remote, hybrid work and flexible hours which allows employees to better integrate their work duties and personal responsibilities, promoting autonomy and reducing stress.
- Ensures all employees' rights to statutory leave, including maternity, paternity and parental leave and associated pays for the leaves.
- Enables additional benefits depending on employee needs, e.g. health days, health promotion costs or additional health insurance.

3.6 Dealing with grievances and discipline

Cybernetica encourages employees to raise and deal with problems or conflicts at work in cooperation with the employer early-on and in mutual dialogue with direct managers.

Cybernetica has formal internal disciplinary and grievance procedures in case of suspected or confirmed case of discrimination, harassment or workplace bullying. These state the code of conduct to achieve a supportive work environment and prevent discrimination at work, more specifically that includes the following:

- Special needs at work
- Preventing and resolving disagreements and conflicts within the team
- Inappropriate behavior in employment relationships
- Investigation of the discrimination, harassment or workplace bullying cases by the employer
- Maintaining confidentiality
- Prohibition of worse treatment

Complaints are filed internally based on the above-mentioned internal code of conduct and, for external complaints through the Whistleblowing procedure.

3.7 Gender Equality Objectives of Cybernetica

The company's top management has set separate (gender) equality-related monitorable goals, which are:

1. Gender balance of the personnel: Cybernetica wants to maintain the gender balance of the workforce (at least 28% female) and keep it generally higher than the average for the Estonian ICT sector;

2. Gender pay gap: The gender pay gap does not exceed 5% in any job groups in Cybernetica and the existence of a larger gender pay gap is always explained by the top management.

3. Employees' perception of equal treatment:

- Organisational Wellbeing Survey question: "I feel that I am treated equally and fairly".
- There are no more than 5% of critically minded employees on this question's scale (2024 was 3%, 2025 was 5%).

4 Inclusion principles of Cybernetica

4.1 Inclusive feedback and improvement mechanisms

Cybernetica encourages open dialogue and provides channels for employees to provide feedback on work-life balance policies, allowing for continuous improvement and adaptation to diverse needs.

Cybernetica highly values feedback from its employees. Cybernetica carries out an organisational well-being and employee satifaction survey annually. The results are analysed thoroughly. The survey allows employees to share their ideas and areas of improvement anonymously, therefore eliminating potential risks of being judged or discriminated by others.

In addition, Cybernetica has regular company-wide meetings where important information and messages regarding Cybernetica are shared. Employees are encouraged to ask questions and to have a discussion on the covered topics and to give feedback.

Annual career conversations and regular 1:1 conversations take place in Cybernetica's teams.

Cybernetica's managers are often present in the office which creates an environment where employees can give immediate feedback and to have a discussion with their direct manager, therefore avoiding the feeling of not being included.

4.2 Inclusion by bringing employees together

Cybernetica believes that bringing people together helps to improve coherence between colleagues. That is why regular team and company-wide events are a part of Cybernetica's work culture. These increase the feeling of being included and improve the well-being of employees.

Cybernetica highly values cultural diversity and people are not discriminated because of their background. We encourage employees to openly introduce their culture to others. Cultural awareness can help employees understand and appreciate diverse perspectives and therefore create a more efficient workplace.

4.3 Knowledge sharing and different generations at work

Cybernetica highly values knowledge sharing. For example, the company has regular internal knowledge sharing seminars for the employees. During the seminar, an expert on a specific topic shares their expertise to others. This allows employees to gain valuable new knowledge, share it with others and this way improve the efficiency of internal work processes.

Cybernetica operates annually the summer internship programme that gives people who are trying to gain their first work experience in IT field a chance to gain valuable knowledge and experience. It also allows Cybernetica's senior specialists to share their best practises and gain experience in mentoring other employees. Internship programme is a considerable source for gaining new employees with new perspectives.

4.4 Culture of recognition and appreciation

Cybernetica recognizes and appreciates employees' efforts and contributions, creating a positive feedback loop that encourages motivation and satisfaction while supporting well-being. Recognizing and rewarding achievements fosters a positive culture and improves retention rates. Cybeernetica uses various recognition methods such as: thanking colleagues, recognizing employees of the year, acknowledgements of work anniversaries.