



Avenga | Sustainability

AVENGA corporate sustainability report 2021

Completed in accordance with the UN guidance

Welcome statement

Today's businesses must come to understand the importance of sustainability. Taking proper care of the environment, communities, and the people we work with is what modern companies need to focus on, just like they do on their growth.

Avenga's sustainable business strategy boils down to a deliberate integration of financial, social, and environmental intentions into our goals, policies, and actions. We aim at building long-term value for the company, our partners, and clients while keeping an eye on our employees and society as a whole.

It is not only the growing IT industry that we are committed to; we serve the local communities around us. At Avenga, we don't perceive this endeavor as a mere box to check off. Instead, this is a conscious choice of the company and its people, something embedded in every decision and action. The following report highlights many of these actions that positively impact the environment, serve others, and bring transparency to our processes.

It is a great honor to work together with the United Nations Global Compact and become a part of the global movement of sustainable companies and stakeholders taking responsible business action to shape a better world that we all want for us and for the generations to come.

Jan Webering

Avenga CEO

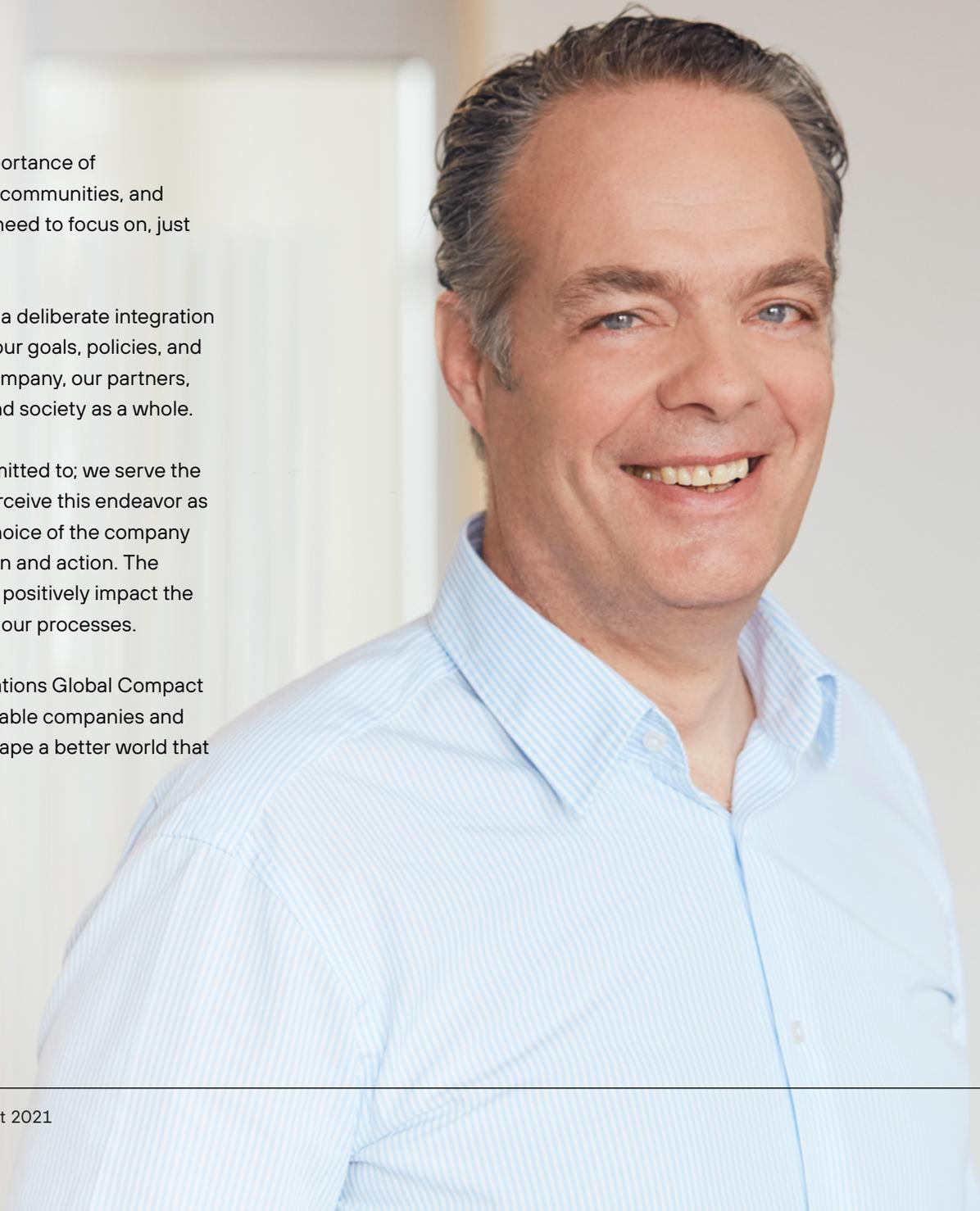


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01.

Company overview



01. Company Overview

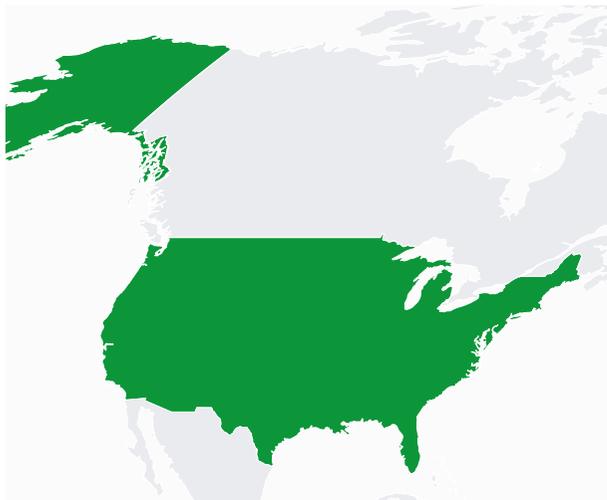
Avenga is more than 3.500 experts delivering results to our clients from offices in Europe, the US, and Asia. The company shares a multicultural perspective - one of our primary tools for ensuring consistency in transforming the modern IT-services market.

Avenga is the place where expertise and creativity come together to design and engineer tech solutions that ouster our client's business issues and grab hold of the opportunities in front of them. We have earned our reputation as a reliable partner in finance, banking, insurance, pharma & life sciences, automotive, real estate, and advanced manufacturing.

Trusted by more than 350 international organizations, Avenga extends its clientele by delivering one quality project after another. The company's capability of handling complicated projects rests on the foundation of decisive leadership driven by diversity and equality.

Over these years, our focus has reached far beyond business operations alone. We strive to give back to local and global communities by supercharging green and eco incentives with support. Our willingness to help stems from our core values - leadership, shippability, quality, responsibility, trust, improvement, and sustainability.

As an integral member of the global business community, Avenga abides by the UN Global Compact's Ten Principles. This report serves as our UNGC Communication on the sustainability progress Avenga achieved in 2021.



01. Company Overview

Certification and standardization

2021 has become a year of finalizing several essential certifications and standardization endeavors for Avenga. Besides an extended list of technical certifications, we paid attention to the ones testifying to our security and quality standards.

First of all, Avenga achieved its ISO/IEC 27001:2013 certification, verifying our systematic approach to managing sensitive information and ensuring data security. This achievement solidified our cooperation with partners as ISO 27001 is an internationally recognized standard that provides a framework for Information Security Management Systems (ISMS).



Avenga is proud to receive ISO certification from PECB on the first attempt. The scope of the ISO 27001 certification for Avenga included the ISMS applied to software engineering, consultancy and software delivery services, IT operations, HR & recruitment processes, QA services, R&D, marketing, and finance.

Salesforce® Partner and a Gold Microsoft® Partner are two other vital certifications that Avenga clinched in 2021, which paved the way for establishing close business relations with the largest global brands. Finally, in 2021, the International Association of Outsourcing Professionals® (IAOP) listed Avenga in the Global Outsourcing 100 list, placing us among the world's top outsourcing service providers.



The certifications and standardizations we pursue let us embark on business operations with the global sustainability game-changers. The endeavors we take part in are of the utmost importance to us, as our development path is simple: we digitalize and innovate businesses, which gives us the resources and power to take care of our planet.



01. Company Overview

Ethical business policies

At Avega, we believe that our actions should benefit the sustainable development of our communities, safeguard human dignity, and support human rights. The company remains dedicated to these principles by being customer-centric and globally-minded. We harness our resources to promote a wide range of values, including equality, diversity, trust, integrity, and sustainability within our business operations.

A firm moral foundation drives the company's business behavior. Due to the variety of services and products Avega provides, we strive to make the most of all three ethical business models: utilitarianism, rights and duties, and virtue ethics. Unprecedented business ethics showcased via copious success stories is the best proof of us practicing what we preach.



Partnerships

Avega aims at establishing partnerships with the world's largest companies due to one simple reason. We want our business to grow and thus become more capable of helping those in need, either financial, educational, or humanitarian.

2021 has been a breakthrough year for us in terms of establishing and cementing partnerships with some of the biggest IT names in the world, including Salesforce, Microsoft, and Forbes. Moreover, we have secured partnerships with M3 Healthcare Technologies, Mazda, AccuReference Medical Lab, and many other companies. Our teams worldwide support educational programs for children and youth while simultaneously contributing to elderly assistance programs. Besides, the company provided support to people with disabilities and women who survived domestic violence.

01. Company Overview

Anti-corruption

Corruption in companies can pose significant financial, reputational, operational, and compliance risks. Furthermore, corruption within a company is, first of all, a threat to the community the company operates within.

Avenga acknowledges this danger and allocates necessary resources to avert the crises associated with different types of dishonesty. One of the most significant results for the company came with the achievement of the ISO/IEC 27001:2013 certification. The process of preventing corruption at Avenga is a continuous one, as it unfolds simultaneously at every operational level within the company.

The core of the anti-corruption mechanism lies in continuous updates in the company's policies and the development of trust-oriented culture. One of the major advances in this regard has been the introduction of Avenga's whistleblowing system called to deal with any cases of unethical behavior within the company.



01. Company Overview

SeeHearSpeakUp introduced

2021 was a breakthrough in ensuring our employees' legal, social, and occupational well-being. Avenga has introduced the company's inner whistleblowing tool, thus allowing our employees to stand up against any case of indecent behavior within Avenga.

Avenga's actions towards colleagues, business partners, investors, and the public are characterized by integrity and responsibility. We do not tolerate violations of applicable law or our business and behavioral principles.

Reliable reporting channels for internal and external stakeholders and the protection of employee whistleblowers against sanctions are indispensable for effective compliance because they help ensure that potential misconduct is reported, thoroughly investigated, and brought to light.

The Avenga Whistleblower System – SeeHearSpeakUp – is an independent whistleblower system available to our employees, customers, service providers, and business partners, 24 hours a day, 365 days a year, regardless of location.

We aimed at providing people with the opportunity to report possible violations of Avenga's business and conduct principles, internal company guidelines, or applicable laws anonymously or by name or to obtain advice in this context.



02.

Environment

Tackling environmental issues is not an option. This statement has become encrusted into Avenga's vision in 2021. The company focuses on equally dispersing from top to bottom pro-environmental activities, offering and implementing practical solutions to the most pressing challenges.



02. Environment

Environmental sustainability

Avenga believes that business is an integral part of any community or nation. It means that business operations have a direct impact on communities and countries. Therefore, leaving a positive footprint is one of Avenga's key goals. Pursuing environmental sustainability is a direct path toward reaching the goal mentioned above.

2021 was the year of moving from words to actions. We started implementing our plan of joining the local green incentives, which helps us collect the best eco-friendly practices worldwide, fuse and crystallize them into the company's unified sustainability policy.

Avenga's sustainability aspirations for 2022 is to move even closer to having a zero waste office output, as more and more practices from the world's best green projects are being implemented at Avenga offices worldwide.



02. Environment

Climate crisis. CO2 neutrality

Becoming CO2 neutral is a crucial counterattack on the climate crisis that Avenga focuses its efforts on. In 2021, a three-step action plan was devised:

1. Establish an efficient remote working environment

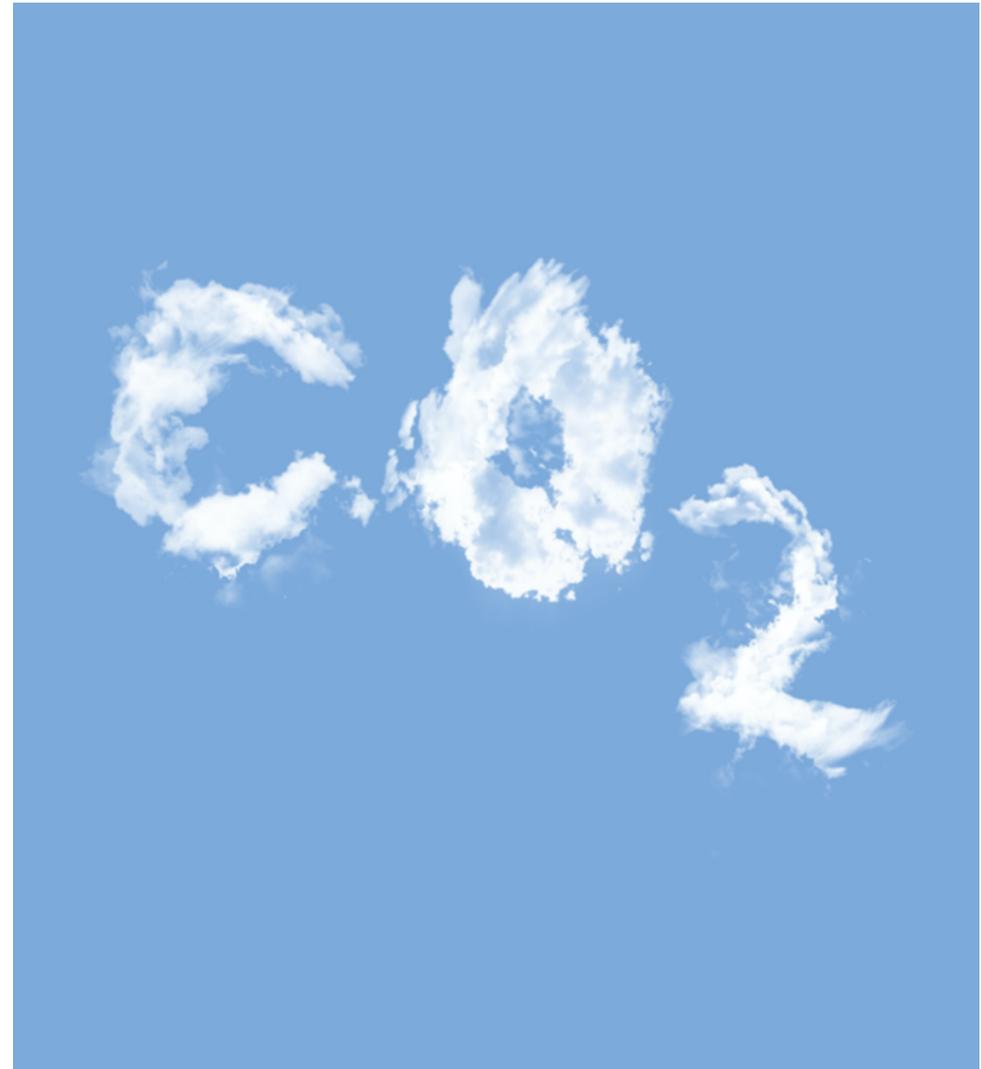
The new working trends caused by COVID-19 have become a new normal. While the fight against the pandemic is critical, we also tend to find ourselves opportunistic regarding our sustainability endeavors. Every Avenga employee working from home is supported and provided with all the hardware, office supplies, and furniture to establish an efficient working space at home. Helping people work remotely reduces emissions, paper waste, and energy consumption.

2. Cut a percentage of business flights

In 2021, Avenga issued its corporate Green Travel Behavioral plan. It sets a tangible goal of reducing the number of business flights by 15%. However, to maintain the effectiveness of business trips, the company looks for alternative means of transportation like trains, hybrid, and shared vehicles.

3. Propagate CO2 emission compensation

Avenga has developed a strategic plan of compensating for CO2 emissions resulting from its scheduled 2022 flights. One of the main compensation arteries will be the company's investment in the afforestation projects with CO2-sequestration of the trees.



02. Environment

Plant for the planet

2021 has seen Avenga marching on with its well-established tradition of helping our planet “breathe.” As a result of Avenga and the Plant-for-the-Planet initiative joining forces, more than two thousand trees have been planted worldwide. In 2022, we plan on increasing the numbers of the trees planted, while simultaneously docking down our CO2 footprint.

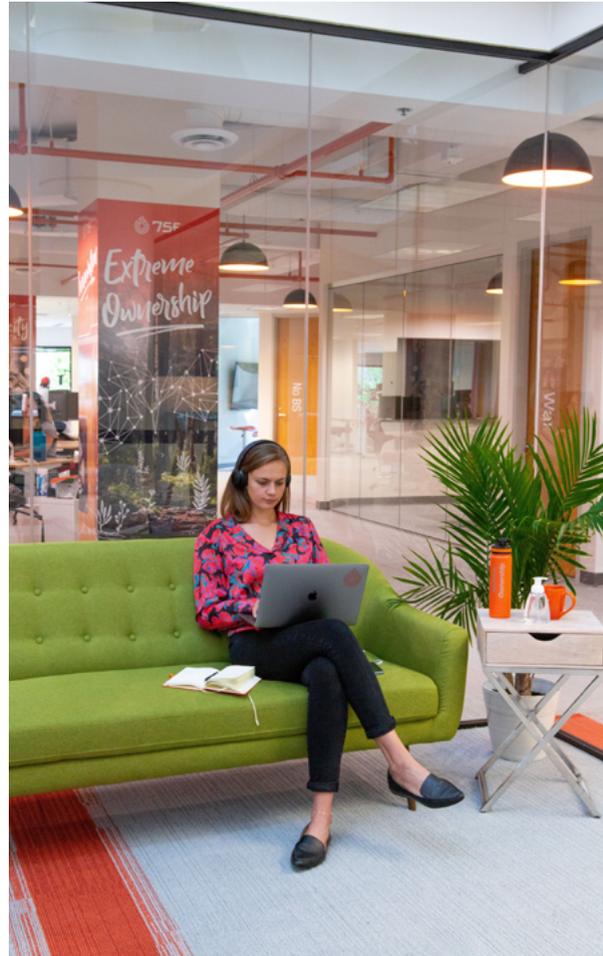


02. Environment

Green office behavior

In all of its twenty one offices across the globe, Avenga pursues and promotes 'Green Avenga Office Behavior.' In essence, it is a set of pro-environmental awareness campaigns procedures translated into company-wide behaviors to minimize harm to the environment to the greatest extent possible.

Green Office Behavior is one of the forefront initiatives bringing sustainability to the corporate and personal life of Avenga's employees. It is an excellent opportunity to adopt green habits and make the world a better place one step at a time.



The initiative includes a range of actions: proper waste management, plastic elimination, less printing, office supplies reuse, energy conservation, and going paperless. Among ongoing and continuing objectives, Avenga focuses on:

- Starting green behavior transformation by changing the company's old patterns ensures the ubiquitous application of the certified "green behavior" incentives.
- Promoting and helping Avenga's teams bring Avenga Green Office Behavior into their homes, which includes creating eco-friendly culture beyond office spaces.

02. Environment

Supply chain responsibility

Fairtrade is among Avenga's core beliefs and principles. It entails creating prerequisites for social change by supporting local producers, setting fair prices, and appealing to certified goods. In addition, the supply chain responsibility strategy adopted by the company promotes economic justice, social cohesion, and environmental sustainability.



03.

Social

Communities are an indispensable part of the world's ecosystem. Therefore, the development of social good fuels the possibility of creating communities that promote and practice sustainability.



03. Social

Supporting the communities

The challenge the COVID-19 pandemic brought to the local communities, especially in terms of education continuity, was second to none. Avenga remained proactive in this regard by ensuring online learning capabilities for the children from our local communities.

Avenga joined the #dajzekompa initiative in Poland by supporting children with some very much-needed computers and donating monitors for a better e-learning experience. Those children who suffered the consequences of the pandemic, ending up in hospital rooms, have been provided with books and other educational materials. Avenga joined the Great Collection of Books initiatives, collected hundreds of books, and donated them to hospitals and care center libraries in Poland, Ukraine, and Germany.

Finally, the company took part in a charity run organized by Fundacja Poland Business Run. As a result, the company received sizable donations to raise awareness and collect donations for people with mobility impairments.

Promoting education accessibility

Equal access to the Internet should be nothing less than an inalienable right of every person in the 21st century. 2021 witnessed Avenga contributing to web accessibility and promoting inclusion by ensuring a perfect user experience for everyone. We have partnered with accessiBe, an innovation company that adapts websites for the user needs of people with visual, hearing and motor impairments and other functional disabilities. Together the companies designed an AI-driven tool for web accessibility, which scans websites and automatically provides key modifications to convert data into accessible content.

Understanding the value of education, Avenga kept on working on two other valuable projects that the company launched back in 2020:

- **Avenga educational courses**

Avenga is one of the major Eastern European professional educational hubs when it comes to Salesforce, DevOps, Automation QA, and iOS development. All the course participants are looking at a plethora of employment opportunities at Avenga following a successful completion of the course of their choice.

- **Educational charity organization**

The Hebron IT Academy offers free education for underprivileged and socially disadvantaged youth. We are proud to sponsor scholarship programs and provide students with devices and educational materials, as well as having our best experts sharing their knowledge with the academy students.

03. Social

Social good

Supporting those in need is one of the unwritten laws of sustainable development. Several social incentives, started by Avenga in 2020, have been brought to life once again in 2021.

01. Blood Donation Application

Avenga cares to make the process of blood donations easier with technologies. The company's team developed a free mobile app, called Bank Krwi, which assists blood donors in Poland. With this app, people can check the availability of blood units in the blood banks.

02. Stanford Distributed Computing Project

The initiative brings together volunteers who donate their computational resources to the researchers and scientists who process new data that helps to develop life-saving drugs. Avenga joined the project and set up a [folding@home](#) lab from spare hardware, 100% dedicated to folding.

03. United for Health

United for Health is an emergency project with a mission to raise funds for 100,000 express tests to make mass coronavirus testing possible. Together with other companies contributing to the campaign, Avenga has raised over \$100 000 already.

04. Medical 3D Printing

Avenga's people have joined different initiatives that are supporting hospitals with 3D printed medical equipment. It entails the production of adapters, developed by Mawi Pipeline, allowing a single assisted mechanical ventilation device to serve several patients simultaneously. Besides, Avenga supports the Provincial Hospital St. Padre Pio in Przemysl with 3D printed visors for medical personnel.

05. Fighting COVID-19 with Data Science

Avenga's Data Science Team joined the [Roche UNCOVER](#) Kaggle competition to analyze a collection of global datasets and model solutions for key pressing questions.

06. Support for Medical Centers and Hospitals

Avenga is proud to cooperate with life-saving initiatives. The previous year, the company contributed to and equipped several hospitals and medical centers, such as Szpital Żeromski in Krakow, Poland; Szpital Specjalistyczny in Kościerzyna, Poland; Hospital in Zhydachiv, Ukraine; Ambulance crew in Khmelnytsky, Ukraine; [K.I.D.S. Foundation](#) in Warsaw, Poland.

03. Social

Serving the community

Avenga serves communities by supporting those who are in a fervent need for it; be it volunteering at care homes or contributing to organizations that make a difference in the lives of people with disabilities or those suffering from acute diseases. Some of the programs supported by Avenga include: Made by Dyslexia, StraßenKinder e.V., Frauenhäuser Köln, Run for a Cause, Hour of Code, Decembeard, Women of Fortune, Intervention Adoption Center, and the Bonafide Foundation.



04.

Governance



04. Governance

Structure and leadership

The company's leadership structure revolves around the three primary areas of expertise that include the responsibilities of the CEO, COO, and CFO. Their mission is to enable and support the organization's functioning and set the direction for Avenga's future progress. Uniting specialists from multiple cultural backgrounds, the team of our executives includes:



CEO Jan Webering coordinates Avenga group's worldwide strategy. His leadership sets the blueprint for the company's continuous development, with Jan designing and promoting the company's culture and vision.



COO Yuriy Adamchuk manages Avenga's global operations and safeguards its sustainable development. His primary responsibility is to ensure that the company delivers products and services of the highest quality, while promoting the company's culture and vision.



CFO Mario Wilhelm is the head of our global finance and legal teams. As a leader with profound experience in building highly effective organizations, Mario is responsible for managing Avenga's financial planning, developing its financial actions in the market, and ensuring the company's legal compliance with relevant laws and regulations.

There are also six directors who spearhead departments in multiple offices worldwide and take responsibility for specific business areas. But this leadership hierarchy does not cover the relationships between employees. Avenga ensures that every person matters in terms of the organizational culture. The company strongly supports proactive team members in every project and in every office.

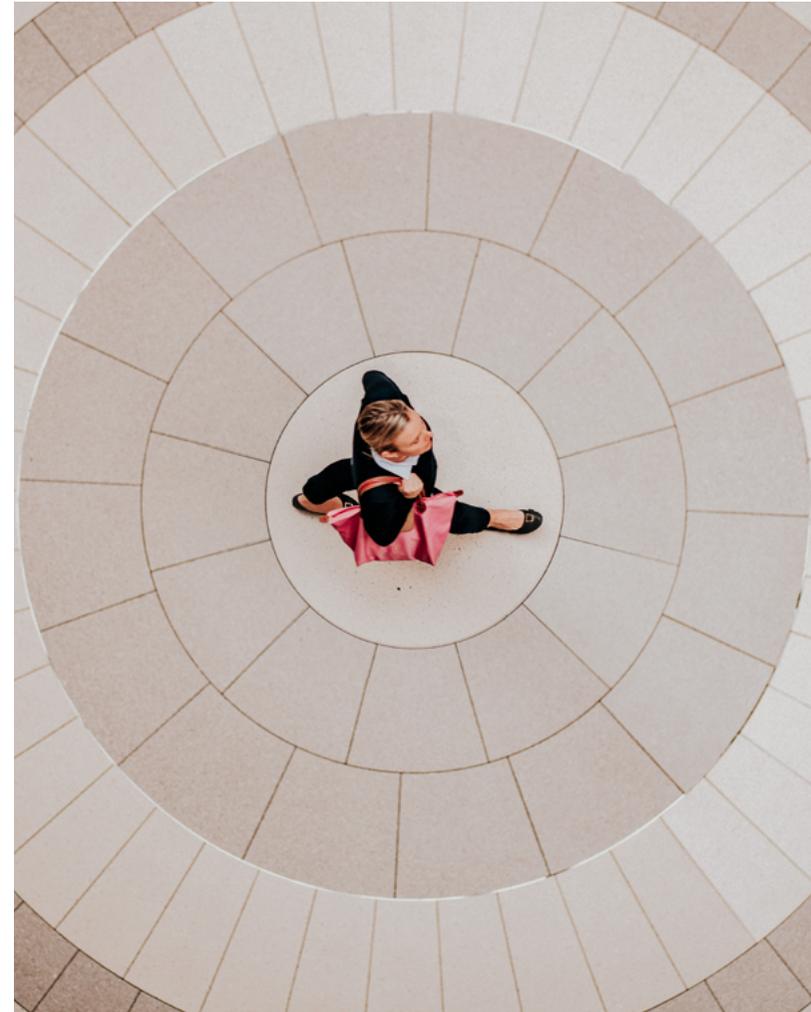
Meanwhile, our diverse team of directors includes the Managing Director of DACH, Country Director of Poland, Country Director of Ukraine, Strategy and M&A Director, Marketing Director, and a VP of Technology.

04. Governance

Diversity, equality and inclusion

For Avenga, diversity, equality, and inclusion mean creating and maintaining a fair environment for all employees. The primary principles of the approach are reflected in the company's policies and the Business Operations Manual (COM). Avenga values equal opportunity employment, which means cultural diversity, gender equality, age, and employees' personal choices. The company has offices across a variety of cultures and locations.

Currently, Avenga's diversity ratio is the following: 35 percent female and 65 percent male employees. **More than half of the departments in Avenga are guided by females.** The company focuses on reaching more equality and diversity. It is achieved through equal pay and equal employment initiatives. While the company stretches across different geographical and cultural boundaries, Avenga cherishes diversity and brings forward new strategies to prove the value of the principle.



04. Governance

Employee satisfaction and personal development

Avenga aims to continuously improve its employee satisfaction by providing a sustainable environment for all employees, regardless of their race, gender, social background, political or religious affiliation. This approach includes access to mentorship and advanced professional development programs, flexible working hours, a wide range of perks and bonuses, and healthcare insurance and corporate events. As a result, Avenga has an 89% employee satisfaction rate and an 83% retention rate. The company offers its staff many paths to continue their education, learn new skills, and certify in different programs.



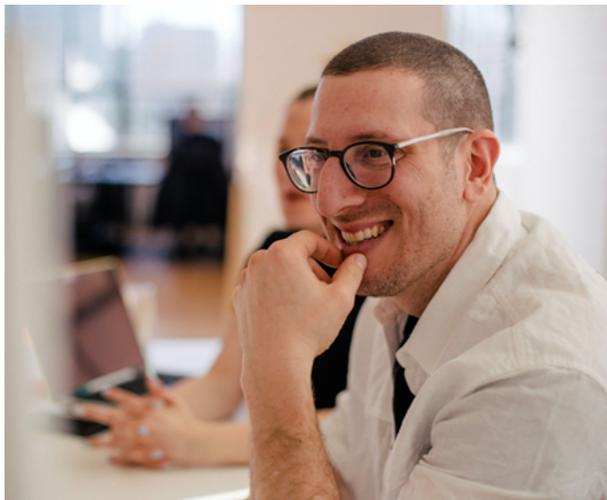
04. Governance

Labor and health policies

Avenga's labor policies comply with the international and state employment laws that establish a minimum wage, overtime pay, and recordkeeping as the company secures a protected workplace. The organization also relies on employment protection regulations and promotes labor standards through corporate social responsibility. Its commitment to equal employment opportunity and non-discrimination extends to employment eligibility verification and re-verification.

Employees' mental and physical well-being is the critical priority for Avenga. Therefore, in 2021, the company launched a series of transformations in its health policies, switching from healthcare compensation plans to multi-dimensional healthcare insurance coverage for employees working in Ukraine. Besides, Avenga has developed a holistic approach to tackling issues associated with the spread of COVID-19, devising a response plan for each possible scenario.

Special attention is paid to the labor rights of parenting employees, as Avenga supports each parent with flexible working hours, personalized health insurance, maternity leave, and vacation plans. Every office not only meets its local laws and standards for employees but goes beyond to challenge established global standards.



04. Governance

Personal development

Avenga offers its employees numerous opportunities to stay updated on recent developments in technology. In addition, the company promotes professional growth and provides access to training programs that help employees learn new skills and participate in various educational projects. If a person strives to acquire an in-depth knowledge of a specific sphere, Avenga assists in this request, covering expenses necessary for expanding an employee's perspective. Besides, the company has established multiple knowledge-sharing sessions across various departments and offices.





05.

Responsible
growth

05. Responsible growth

Perfectial cares, perfectial joins

One of the primary directions that Avenga follows within its sustainability agenda is to grow by consolidating companies that care for the environment and their communities. On November 26, 2021, Avenga publicly announced that a Ukrainian full-cycle software developer, Perfectial, joins the ranks of the Avenga family in our joint strive for powering businesses with solutions that render businesses more efficient and thus more sustainable.

In the company's official press release, Jan Webering, CEO of Avenga, stated: "Perfectial's engineering culture and work attitude, especially their unwavering focus on customer satisfaction and digital excellence, make them a perfect match for the Avenga Group."

Andriy Skoropad, CEO and Co-Founder of Perfectial, added to Jan's words in the company's corresponding press release: "Becoming a part of the Avenga Group gives us a unique chance to create meaningful change on an even larger scale than before – and that is by doing exactly what we have always been doing: we consult, design, engineer, and deliver fast results for outstanding real-world solutions."

05. Responsible growth

Ad hoc company profile

Perfectial is a full-cycle software development company committed to helping businesses conquer the markets and delivering outstanding software products.

Founded in 2010 in Lviv, Ukraine, Perfectial has become a trusted IT partner for companies from the United States, Europe, Canada, and Australia. Perfectial helps businesses build, deliver, and enhance their software products by driving success, providing exceptional services and quality, and building mutual trust.

With years of experience in various domains, the company's thorough expertise in numerous technologies empowers its engineers to solve the most complex business challenges and help companies innovate, evolve, and scale. Digitalization has never been more critical, and the competition is fierce. Perfectial strives to deliver software that brings value to businesses and their customers, wins the competition, and enables future growth and improvement.



Environmentalism at their core

But for being a strategic investment business-wise, Perfectial has also captured Avenga's attention with its sustainability-driven culture that has been masterfully developed and implemented on every level of the company's hierarchy. A plethora of projects, incentives, and innovative ideas that rendered their community a better place to live has become an essential factor in Avenga's decision to grow by purchasing Perfectial.

05. Responsible growth

Saving the Carpathians

Planting trees in the Carpathians is a crucial incentive that saves nature, human and animal lives. The 2020 floods in the Carpathians (Zakarpattia and Ivano-Frankivsk region) have shown how fragile the local communities are when it comes to withstanding the aftermath of floods - 39 people died, including children, while total flood losses were estimated at \$15 million.

Meanwhile, Dmytro Karabchuk, coordinator of Forest Watch at [WWF-Ukraine](#), claims that forest-cutting has become one of the main reasons the floods happen: namely, forests, depending on the tree type, can hold up to half of the rainwater.



There are several mechanisms at hand. First of all, the total leaf area is bigger than the area of the ground beneath - more water stays there and eventually evaporates. Second, water drops are cut into droplets remaining on the trees and are taken elsewhere by the airflows. Finally, the very plant absorbs and holds a part of the water.

Launching its 2021 Sustainable Development Incentive, Perfectial went to the Carpathians at the end of 2020 and planted 10000 trees in the areas that suffered from massive deforestation. Celebrating its 10th anniversary, the company teamed up with local authorities to give back to the community.

05. Responsible growth

Fostering the Change

In October 2021, Perfectial's team took on an important mission of cleaning the Vilshany reservoir in Zakarpattia region, Ukraine. The Perfectial team is always eager to join any project that delivers value to the community and serves as an example to follow.

Green education

Perfectial takes proper care of its employees' environmental consciousness. Their offices follow the Perfectial #EcoWay educational program to increase the level of employees' eco-consciousness. Having partnered with Green Box, a Ukrainian social enterprise whose mission is to educate Ukrainians on goods sorting and provide them with the tools they need, Perfectial have bolstered their in-house sustainability culture. By the way, Iryna Sheshurak and Tetiana Okhten, UI/UX designers at Perfectial, deliver lectures on sorting all over Ukraine.



05. Responsible growth

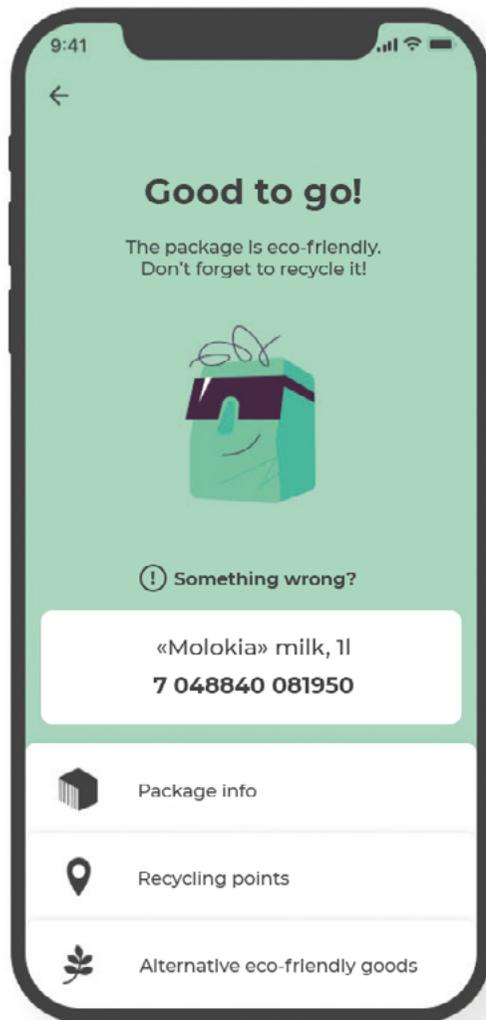
PAKOVAN - an app that helps to recycle

Tetiana Okhten and Iryna Sheshurak initiated the development of PAKOVAN - an app that recycles. The app is one of the most prolific eco-friendliness software projects in Ukraine and Eastern Europe.

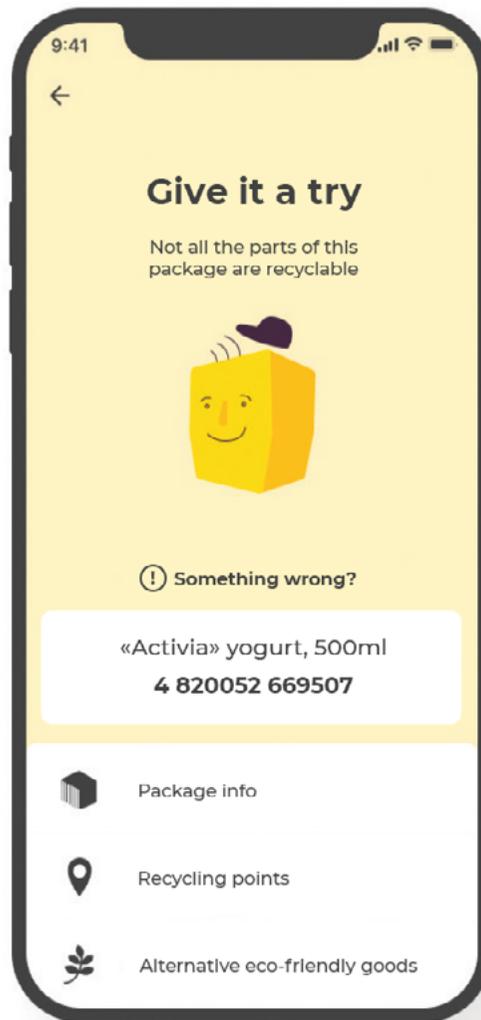
Pakovan is an app that assists you in waste sorting and conscious consumption. "The app helps to identify which packaging is ethical and environmentally friendly and which has to be avoided at all costs. The idea behind the app is very simple: scan the product's barcode to get detailed instructions," shares Iryna Sheshurak.

"Imagine, you're shopping in a supermarket. With the Pakovan app, you can quickly scan the barcode of any product and immediately get recycling info of the packaging (color coding). If the status is green, the packaging can be recycled, yellow – the packaging is 50% recycled (for instance, candy packaging that includes both recycled carton and plastic film), and red – the packaging cannot be recycled at all. What makes Pakovan unique is the ability to weed out non-ecological packaging straight away when shopping. The icing on the cake – Pakovan uses gamification to retain users. By scanning products and adding information, the user earns rewards."

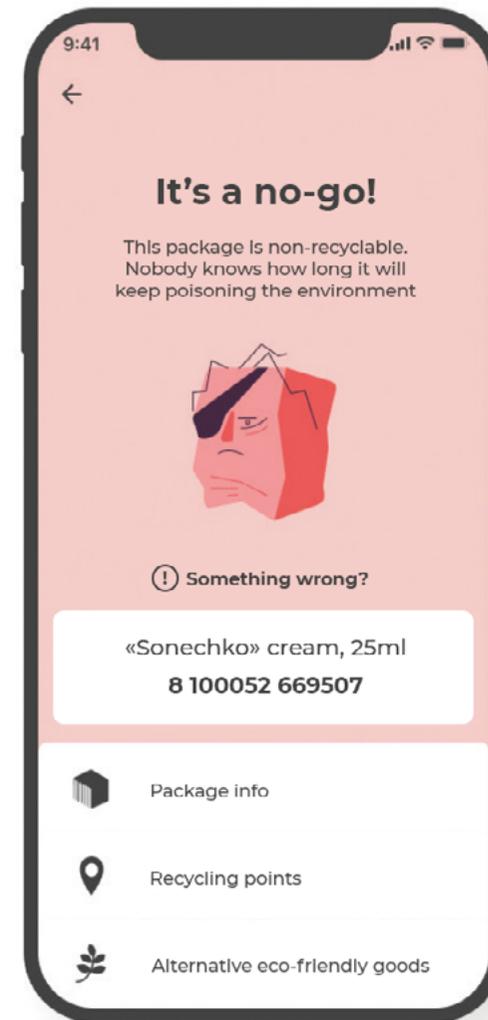




The package is 100% recyclable



The package is 50% recyclable



The package is non-recyclable

05. Responsible growth

SCAN, LEARN, CHOOSE RECYCLABLE PACKAGING

“Design is a powerful tool that businesses have successfully sharpened to their needs. The critical and creative thinking that a UX designer uses daily can solve many problems. Although, in reality, you are not always lucky enough to get on a project where business goals coincide with your inner worldview,” admits Tetiana. “Most projects solve business issues in the first place, pleasing users and bringing profit to companies. In this scheme, the user is a priority figure but not the key one. **We thought: why don't we use design to overcome real human problems rather than marketing ones?** There are hundreds of problems Ukrainian NGOs and charity funds talk about for years. We can see that Ukrainians are gradually becoming more aware of these problems. The last few years saw incredible organizations, products, and social businesses being created.”

WHAT MAKES PAKOVAN UNIQUE IS THE ABILITY TO WEED OUT NON- ECOLOGICAL PACKAGING WHEN SHOPPING. BESIDES, THE APP USES GAMIFICATION TO RETAIN USERS.

The alpha version of the app is available via Google Play Market and Apple Store. The team has many ideas on how to improve the app and expand its functionality. In the future, Pakovan intends to collaborate with local manufacturers and big enterprises. “The existing team doesn't have enough time and resources, so we happily welcome volunteers and activists. In the long run, our app aims not only to solve problems of individual users but form useful household habits of many Ukrainians,” concludes Tetiana. “Pakovan strives to educate the end-user that everyday choices matter. After all, it's you who can choose the winner in the brand marketing war.”

06

Goals for
2022



06. Goals for 2022

2022

In the next few years, Avenga plans to continue building on what we have established and be more aware of CO2 emissions, planting trees, and recycling. In addition, we will seek to improve our energy efficiency and invest in local vendors while supporting fair trade.

The recycling process will be automated by supplying our offices with plastic and cupboard cups collection gadgets. This will ease and intensify the materials collection and further processing along the recycling pipeline. Also, more attention will be paid to social projects devoted to the promotion of education and coverage of the needs of socially disadvantaged people.

Our staff excels at giving back to the communities where they live and are involved corporately and individually in so many charities. We look forward to a healthier and more sustainable world, where all the people can share the ideas of living for the welfare of our planet and thus ourselves.





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hello@avenga.com

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