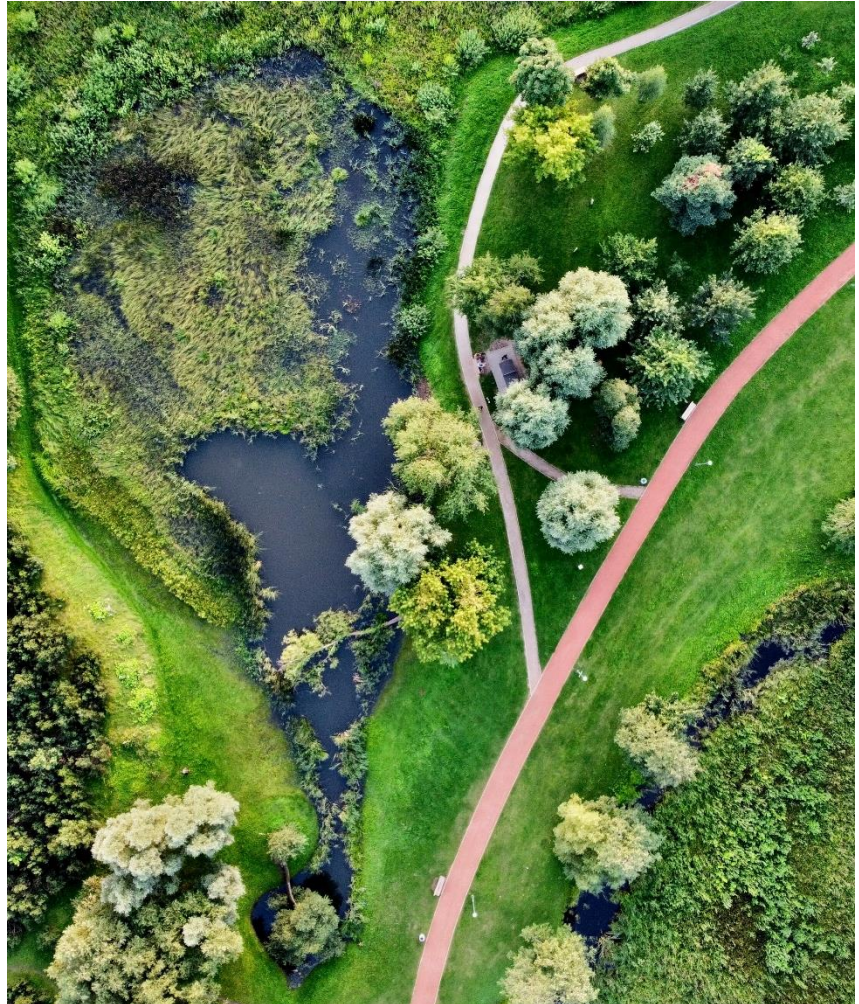


VISIONARY
ANALYTICS



Commitment
to Social
Responsibility

Content

In this document, we seek to share our drive to make a difference in society, and describe the ways we are working to strengthen our social responsibility through:

- Our mission
- Our culture
- Responsible & ethical conduct
- Empowerment & dialogue
- Diversity & inclusion
- Community engagement
- Environmental sustainability

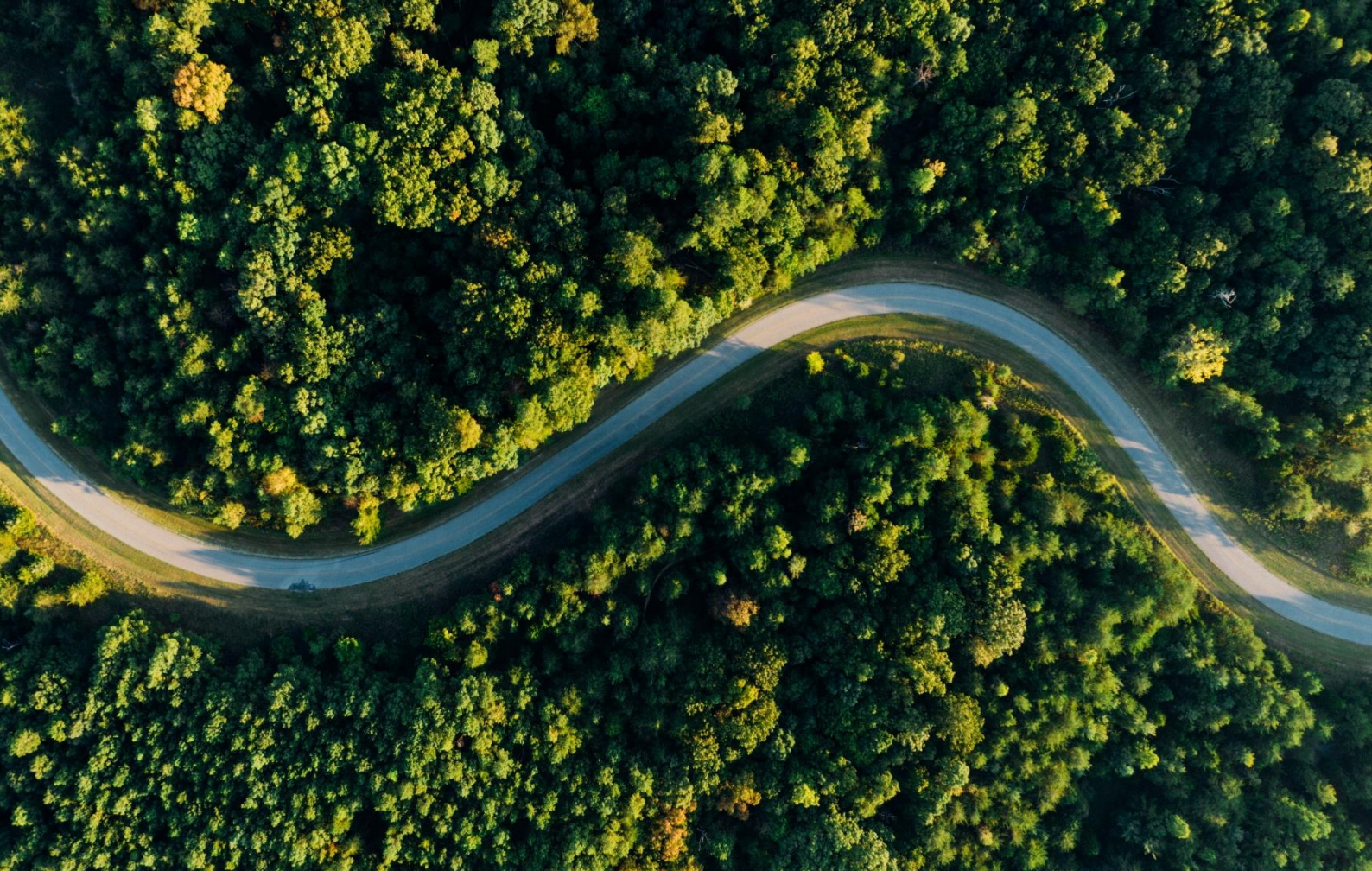
Mission

Visionary Analytics is a private research institute specialising in education and innovation policy areas. It develops new analytical tools and applies state of the art methods to provide tailored advice for the EU institutions and national governments with research, evaluation, and consultancy services.

Innovation, education and sustainability are becoming increasingly dominant on policy agendas across the World. However, the body of knowledge on what works, why and how remains fragmented at best. We strive to bridge this gap and help build better policies.

Vision

An internationally recognized centre of excellence, a standard of quality and value in its sector, following and setting future trends, and therefore constantly stepping forward, generating novel solutions to improve public governance, the well-being of society and the advancement of research in education and innovation.



We have a responsibility to use our knowledge and capabilities to help build a better and more sustainable World, and address the most pressing global challenges within our specialisation areas. Thus, we allocate internal Company resources to pursuing R&D activities in the following fields:

- Open and participatory governance
- Foresight methodologies and long-term thinking
- Sustainable development, green economy, green jobs and skills
- Future of work and future skills
- Educational, social, creative and public sector innovation
- Management of knowledge and intellectual capital
- Knowledge economy, innovation systems and innovation management
- Education funding models, education governance and reform
- Socio-economic impact of public investment in education, R&D and SMEs
- Big data and future of policy evaluation

We seek to share our results with the society, therefore contributing to the global knowledge base, bridging science and society, and last but not least – helping build a successful image of Lithuania as a science and innovation country. Thus, we publish our results at the selected high-quality academic journals and present them at international conferences. Find more at <https://www.visionary.lt/expertises/social-sciences-research-and-methodology/>.

Our culture

At Visionary Analytics we believe that people and culture are our greatest assets. We also believe that a company of the future is equally profit- and values- driven. Thus, we give our 100 percent to both:

- Our clients and employees
- Business and personal development
- Autonomy and teamwork
- High standards and strong support
- Creating value for our clients and society
- Addressing the challenges of today and working towards a better future
- Upholding strong values and **practicing what we preach**

Our values go hand in hand with our mission, vision, R&D activities and everything we do. That involves our short and long-term strategies, our internal and external communication, processes and how we provide services to our clients on a day-to-day basis. That makes all the difference.

Our social responsibility starts with what we offer to our employees (see below).





PURPOSE

Inspiring collective vision and objectives for 2020 and 2035

Clear personal objectives of every employee

Cross-cutting company values:

- **Added-value** in everything we do
- **Team** above personal interests
- **Leadership** regularly exercised by every member of the team
- **Growth**-oriented mind-sets and continuous learning
- **Can-do** and **get-it-done** attitude
- **Staying honest to ourselves** in all circumstances

MASTERY

High quality standards

Mentorship system

Constructive and regular feedback

Regular training

Learning vouchers

Effective knowledge sharing

Company library

SHARED LEADERSHIP

Trust- and autonomy-based work

Dialogue-based decision making

Clear career structure with upward mobility

Open opportunities to become company partner

Flexible work schedules

Corporate social initiatives

EMPOWERED TEAM

A productive balance between fun and discipline

Horizontal teams and equality

Effective internal communication

A variety of company events

Workplace family traditions

FAIR CONDITIONS

Transparent pay with all social guarantees

Fair salaries based on skills and results

Bonuses for outstanding results

High quality working conditions

Green office, healthy snacks

Responsible & Ethical conduct

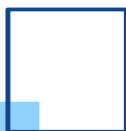
VA conducts its R&D activities in accordance with recognized principles and practices of academic ethics, fair research, copyright and other legal norms, which ensure the quality of research and the protection of intellectual property.

The company protects the intellectual property of both the company and the authors. Plagiarism and other infringements of the property and non-property rights of the authors are not tolerated.

All researchers engaged in research activities in the Company undertake to comply with the following principles:

- Integrity in presenting research objectives and intentions, detailed reports on research methods and procedures, without omitting critical judgments about possible research results.
- Reliability in conducting research (careful, careful and attentive evaluation of details) and publicizing the results.
- Integrity in providing guidance and respecting the work of other researchers.
- Objectivity: conclusions must be based on facts, data or arguments that can be demonstrated and verified.
- Impartiality and independence from stakeholders representing ideological, political, economic or financial interests.
- Openness in discussing the results of work with other researchers and contributing to public education. This openness allows for the proper publication of research results and makes scientific data available to interested colleagues.

Our researchers must maintain and improve their qualifications by conducting research, publishing their results in the scientific press and using one of the established forms of professional development at least once every three years.



By putting the **Client first** before our personal interests, protecting their personal and sensitive information, providing state of the art outcome, we make sure to have the trust of the clients that we serve.

We have the strength and courage to undertake work where we can be confident that the results will bring material, positive and **lasting impact** to the Society, the Client and the Company. We strive our best and exceed our professional fees by providing the Client not only solid research but also a “cherry on top”.

We make regular profit from ongoing business operations, ensuring business cost-effectiveness, investing in business growth and our people, providing jobs on an international level and paying fair wages.

We respect individuals that work with us by honouring agreements, engaging in fair competition and selecting socially and environmentally responsible suppliers. We select suppliers that are not engaging in human rights' violations, purchase products that are certified as eco-friendly.

While at the same time we remain independent, do not compromise our values and ensure that all business operations are performed in accordance to existing law and regulations. In addition, we offer unconventional solutions to problems.





Empowerment & Dialogue

We develop, empower and seek to attract, excite and retain exceptional professionals. This is done through various opportunities that the Company provides for both professional and personal growth of each employee.

The Company annually allocates internal resources for the performance of R&D activities by our team of professionals. Not only that we pay fair wages, but also offer learning vouchers, reward for exceptional results, finance costs of participation in scientific conferences or other expenses necessary for the remarkable performance of our R&D activities.

The director of the Company and the direct supervisors of our researchers must encourage employees' personal initiatives to improve their qualifications by using personal development feedback interviews through our mentoring system. Each employee has a mentor with whom they anticipate annual goals and challenges for growth each year. The mentoring system is also used with temporary employees and interns, many of whom eventually become full-time employees.

As we bolster growth- and development-oriented mind-sets, as well as leadership regularly exercised by every member of the Company (despite one's position), we have various platforms for self-expression and social initiatives by ensuring equal opportunities to everyone through additional efforts. Employees are able to participate and organize internal trainings, bi-weekly company-wide discussions and suggest improvements for our processes personally, out loud or anonymously.

Each year we have a strategic event where every member of our team has a chance to participate in the yearly goal decision making, voice their opinion by engaging in social dialogue.

We strive to not only take additional precautions to guarantee (physical and mental) health and safety at the workplace, but also to establish a work/life balance by ensuring decent workloads and amounts of working hours. Thus, we have established an annual target to never exceed 230 working days per year per employee.

Diversity & Inclusion

We are an international company. We **do not tolerate any discrimination** based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic status.

We celebrate all types of diversity, encourage inclusiveness and openness. Through having competent and versatile groups of individuals in our teams, we improve our internal and external processes, quality of work, creative thinking and overall develop our personalities. We believe that every individual can offer something worthwhile. Fair treatment and equal opportunities, regardless individual differences, are the core principles that create our vision and our values. We ensure that every employee has fair working conditions and the possibility of growth in the direction he or she chooses.

We pursue to advance and promote diversity in our own firm, our clients, and in society more broadly, as well as to foster an **inclusive culture**, where every colleague - regardless of background - feels a deep sense of respect and belonging.

Every team member is expected to hold themselves and each other **accountable** to ensure a comfortable and safe working environment. A place where each has a room for growth and development, where compatible differences are seen as benefits of diversity, where everyone is treated with respect and dignity, as well as perform their best work.

Our expectations of behaviour extend to all interactions within and beyond the office environment including team, practice, and office events, one-on-one contact and via electronic communications.

Our commitment to **human rights** informs whom we serve and on what topics, and we will not do work that supports or enables human rights violations. We do not tolerate physical violence, threats, bullying, or verbal abuse of any kind in the workplace, whether in our own or our clients' locations.





Community Engagement

Giving back to the society is a fundamental part of who we are. We have different ways to contribute to the society directly through our work, our scholarships, awards and other support for communities.

First, we are strong advocates of participatory governance and **co-creation-based** policy research. Engagement brings ownership of the results. We maintain close partnerships with business, public administration institutions and international organizations, helping partners to address emerging strategic issues. We have developed and follow the [Guidelines for participatory policy evaluation](#). We always seek to include key stakeholders in developing policy recommendations, either through Open Forums, focus groups, Delphi surveys or other forms of co-creation and stakeholder consultations.

Second, we are eager to give back to society through our **pro bono work**. Our team are active members of the national and international boards and councils (such as the National Progress Council), working groups and other governmental and nongovernmental initiatives, helping to solve pressing issues by providing our expertise and offering solutions.

We are actively involved in various mentorship programmes, such as [Create Lithuania](#), and we often contribute as facilitators or participate with unpaid presentations in open society forums, workshops and conferences.



Welfare and education are inextricably linked. We wish to acknowledge and support the valuable work of teachers, who lay the foundations to children learning, and are therefore paving the way to our future. We are proud of our annual **Visionary Teacher Award**. Every year around Christmas it is given to a Lithuanian teacher from the periphery who has shown an original, visionary and exceptional approach of teaching.

Our own **educational activities** benefit the society through our contribution to the training of researchers. Every year we advise students, accept them for internships alongside scientific practice.

Last but not least, we encourage colleagues who wish to give back to their communities – for example, by participating in **volunteering**, non-profit activities, and charitable giving. As well as we dedicate some of our corporate internal events for social initiatives with communities in need, especially in the rural areas.



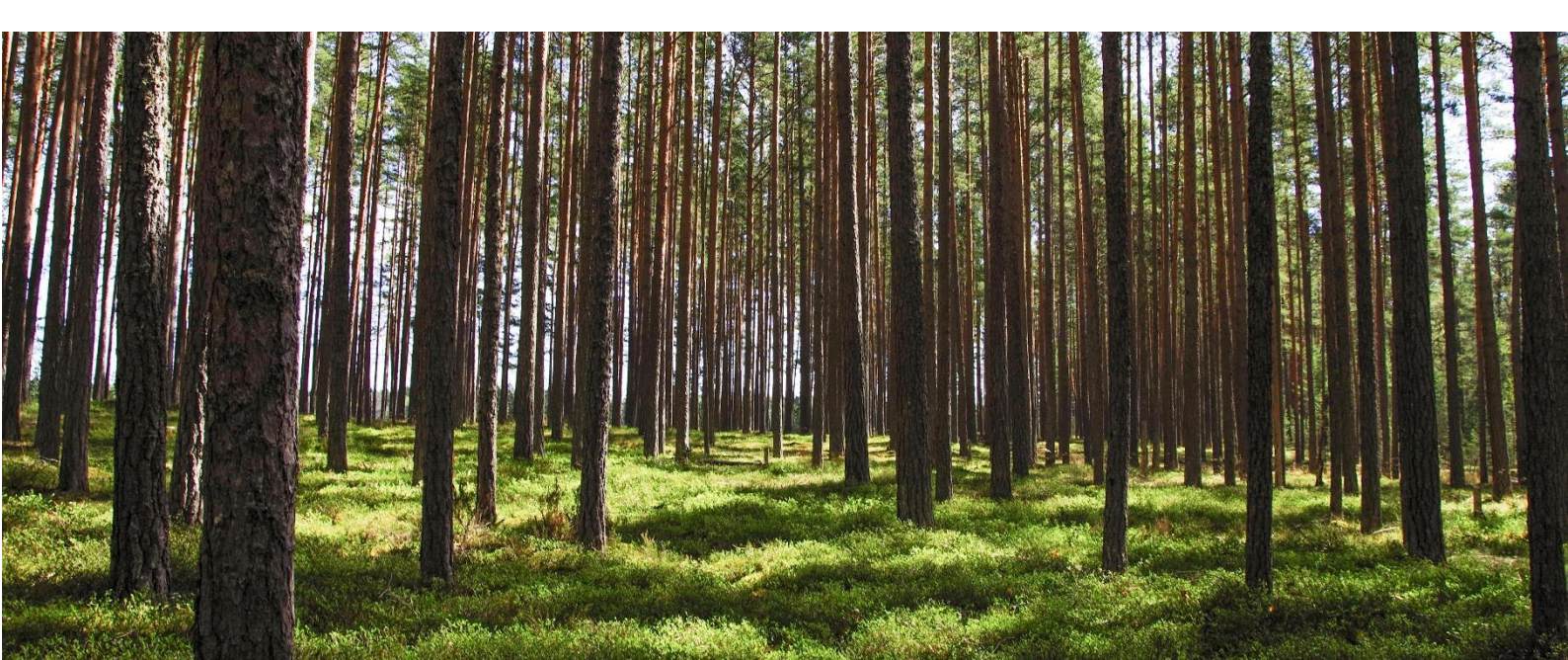
Environmental sustainability

We are an international company. We **do not tolerate any discrimination** based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic status.

Climate change, sustainable development, green economy, jobs and skills are among our **key research areas**. Through the years, we have contributed to a number of studies, including [‘Greening of industries in the EU: Anticipating and managing the effects on quantity and quality of jobs in ten target sectors’](#) (for Eurofound) and ‘Anticipating the Transition: Engaging Young Workers Today to Reach 2050 Goals’ (for European Trade Union Confederation). As we focus on the facilitation of transition to the greener future, environmental responsibility is quite an important part of our daily work life.

While pursuing our goals and implementing our business strategies it is essential that we limit our environmental impact and prevent ethical norms from being compromised to achieve desired outcomes. We believe it all starts with small actions. Thus, we seek to implement a **green office**. As our main work tools are powered by electricity, we naturally strive to ensure low-energy consumption in our workplaces. Our office recycles different kinds of waste, we offer healthy snacks and we choose eco-friendly supplies. Moreover, we encourage eating-in or ordering takeaway in groups to reduce emissions.

We refuse to engage in practices that could be detrimental to the local environment, could violate human or animal rights where they are poorly enforced or could cause any unnecessary harm to other stakeholders.



Knowledge for impact

Providing evidence and vision to shape
future-fit social and economic policies

