

APPROVED
Executive Director
NGO «Technology of Progress»
Zadvornyy V.V.
April 8, 2025



Approved
By Order No. 2-D dated April 8, 2025

Approved
By the Decision of the Extraordinary General
Meeting No. 1-P dated April 8, 2025

HUMAN RESOURCES POLICY

Kyiv, 2025

1. GENERAL PROVISIONS

1.1 The main purpose of the Personnel Policy (hereinafter – the «Policy») is to regulate the activities of the NGO «Technology of Progress» (hereinafter – the «Organization») concerning the formation of the organizational structure and the personnel management system.

1.2 The provisions and any amendments to the Policy are approved by the Executive Director of the Organization. Amendments may be proposed by members of the Organization, employees responsible for HR functions, and/or the Executive Director of the Organization.

1.3 Monitoring the Policy for its relevance is carried out by the employee responsible for HR functions; in the absence of such an employee, this responsibility falls to the Executive Director of the Organization.

2. DEFINITIONS AND CONCEPTS

Gender equality – equal legal status of women and men and equal opportunities to realize rights and responsibilities, allowing persons of both sexes to participate equally in all areas of society's life.

Sexual harassment – acts of a sexual nature, expressed verbally (threats, intimidation, obscene remarks) or physically (touching, patting), which demean or offend persons who are in relations of labor, official, material, or other subordination.

Equal rights of women and men – absence of restrictions or privileges based on gender.

Interview – one of the stages of recruitment conducted in the form of a special conversation during which a representative of the Organization assesses the candidate's ability to perform certain tasks (provide services).

CV – a type of document that presents brief information about a person's education, work experience, and professional achievements.

Remuneration – payment calculated in monetary terms for services rendered. The amount of remuneration depends on the complexity and conditions of service provision, the professional and business qualities of the specialist, the results of their work, and its impact on the Organization's activities.

3. PRINCIPLES OF GENDER EQUALITY AND NON-DISCRIMINATION

3.1 Within the scope of its activities, the Organization ensures equal opportunities for cooperation regardless of gender, age, ethnic and religious affiliation, sexual orientation, region of origin, or health status; working conditions that allow women and men to carry out their activities on an equal basis; prevention of sexual harassment; and strict and unwavering adherence to the policy of gender equality and non-discrimination.

3.2 When engaging in activities, the Organization cannot set different requirements favoring one gender over the other or request from persons offering cooperation information about their personal life, plans regarding childbirth, or similar.

3.3 The Organization strives to achieve a balance in the number of women and men involved in the current activities of the Organization, maintaining a ratio of at least 30/70%.

3.4 The amount of remuneration depends on the complexity and conditions of service provision, the professional and business qualities of the specialist, the results of their work, and its impact on the Organization's activities; therefore, the amount of remuneration under no circumstances may depend on the gender of the specialist.

4. HR POLICY

4.1 The human resources policy in the Organization is implemented through the following key components:

- Employment policy – ensuring highly qualified personnel, promoting creativity and initiative among staff, as well as providing opportunities for career growth;
- Training and development policy – providing opportunities to improve qualification levels and thereby gain chances for professional advancement;
- Remuneration policy – aligning the amount of remuneration for services rendered with the abilities, experience, and responsibilities of the specialist;
- Corporate policy – ensuring continuous interaction and open communication among all staff of the Organization, regardless of their position.

5. EMPLOYMENT POLICY

5.1 The Organization values the following qualities in its team members and among potential candidates for cooperation:

- professional competence and work experience;
- result-oriented mindset;
- initiative, focus on actively seeking effective solutions, and striving for continuous improvement;
- ability to learn and practically apply acquired knowledge;
- adaptability and psychological resilience;
- positive image and commitment to the Organization's corporate values.

5.2 To attract, retain, and maintain qualified personnel, the Organization pursues a policy of promoting a positive image and informs both its staff and potential candidates about the Organization's goals, objectives, values, priorities, and the opportunities it offers to its team.

5.3 The Organization conducts candidate selection on a competitive basis, using both external and internal sources, giving preference to «internal» candidates when vacancies arise, thereby expanding opportunities for career growth of its personnel, including young specialists.

6. WORK SCHEDULE POLICY

6.1 The Organization follows a model where employees are expected to be present in the office every working day (Monday to Friday). At the same time, employees may perform their daily work remotely, provided it complies with labor legislation.

6.2 Official working hours are from 9:00 AM to 6:00 PM with a lunch break of no more than one hour between 12:00 PM and 3:00 PM (Monday to Friday). The Organization and its employees also understand that, due to workload during certain projects, overtime work may be required. Payment for overtime work (if necessary) is agreed separately with sector managers and/or the Executive Director of the Organization. Any changes to employees' work schedules must be practical, economically justified, and effective. Such changes must be approved by the Executive Director of the Organization.

7. TRAINING AND DEVELOPMENT POLICY

7.1 The purpose of creating and improving the training and development system is to continuously enhance the professional level of all members of the Organization's team and to promote their personal growth. The Organization encourages employees to engage in self-directed learning (acquiring additional professional knowledge, new qualifications, academic degrees).

7.2 Each team member has the right to review and evaluate their annual performance. The annual performance evaluation serves as a constructive method to improve the Organization's productivity, foster professional growth, increase employee job satisfaction, and identify the training or professional development needs of each team member.

7.3 The Organization reserves the right to prioritize training for different groups of personnel based on identified needs and practical necessity.

8. REWARD POLICY

8.1 The purpose of creating and improving the reward system based on work results is to establish incentives that help attract and retain specialists whose qualifications, professionalism, and effective contributions ensure the successful achievement of the Organization's statutory goals.

8.2 The Organization implements a unified approach to rewarding all team members and strives to ensure that the level of rewards (both material and non-material) corresponds to each employee's real contribution to the Organization's objectives.

8.3 The reward system for work results includes both material rewards (monetary payments) and non-material rewards (offered by the Organization to its employees in the form of opportunities for development, training, status realization, self-actualization, etc.).

9. CORPORATE POLICY

9.1 In a changing external environment, the Organization must remain as flexible as possible, which cannot be achieved solely through changes initiated by management. This largely depends on corporate culture, as it ensures the harmonization of collective and individual interests of team members, mobilizes their initiative, fosters responsibility, improves communication processes, and enhances the moral and psychological climate. There are three levels of corporate culture: superficial (external manifestations), substantive (values), and deep (basic concepts and relationships). The superficial level includes visible and tangible elements of culture: behavior manners, language, rules, corporate symbols, corporate attire, office interior, and so on. The substantive level of culture forms the organization's values and clarifies its purpose of existence.

At the deep level, values are perceived automatically at the subconscious level and are regarded as true, indispensable, and not requiring formal regulation.

9.2 The purpose of creating and improving corporate communications is to establish a system of timely informing personnel about the Organization's activities that affect their interests, to form corporate policy and commitment to corporate values, as well as to prevent and resolve possible conflicts within the team.

9.3 The Organization pays special attention to ensuring open communication among employees at all management levels (both vertical and horizontal information exchange):

- Vertical information exchange allows managers to communicate the Organization's goals and objectives to personnel, and also provides employees with the opportunity to inform management about difficulties and shortcomings in work, and to offer proposals for improving the statutory activities.
- Horizontal information exchange is aimed at coordinating the interaction of team members from different program areas and departments to achieve the Organization's statutory goals.

9.4 The culture of internal communications consists of the following elements:

- Meetings, briefings, presentations, and leadership reporting, which are forms of direct communication and information transfer;
- Corporate celebrations — birthdays, national holidays, the Organization's anniversary, celebrations of significant events for the Organization and its members, etc. These events reinforce the Organization's norms and values;
- Team-building activities — events conducted by professional coaches and/or trainers for team building and establishing collaborative work processes through business games, forums, themed gatherings, and so forth.

10. CODE OF CONDUCT

10.1 The Organization has established standards of conduct and communication that are mandatory for all team members and other involved persons. The purpose of adhering to these standards is to ensure a friendly and favorable working environment within the team, as well as to maintain the positive image and business reputation of the Organization with third parties.

10.2 All team members and involved persons must follow generally accepted rules of business etiquette. Every team member and involved person is guaranteed the right to freely express their individuality, provided that such expression does not violate rules of business etiquette, the rights and interests of others, or the business reputation of the Organization. In interactions among themselves and with third parties, employees of the Organization and involved persons must refrain from offensive, defamatory, or other statements that violate the right of others to respect for their honor and dignity, business reputation, and which may cause or potentially cause moral harm. When communicating externally on behalf of the Organization, employees and involved persons must fully comply with communication standards even in cases of negative or unethical statements from the interlocutor.

10.3 All communication between Organization personnel and involved persons, as well as between personnel/involved persons and third parties — including individuals, public associations

and groups, government authorities, local self-government bodies, and their officials — must be based on the following standards:

- Professionalism and business style;
- Reliability and accuracy of disseminated information;
- Clarity and simplicity of information presentation;
- Completeness of conveyed ideas;
- Avoidance of ambiguity and deliberate misrepresentation;
- Prevention of assumptions, gossip, and rumors.

10.4 During communication, disclosure of restricted information provided exclusively to a specific team member or involved person is prohibited, as is the disclosure of confidential information held by the Organization, including personal data of its personnel or involved persons. Employees and involved persons are obliged not to disclose information about internal problems or conflicts that may arise within the Organization. In all their actions, Organization personnel and involved persons must ensure a high level of the Organization's business reputation, avoid actions that could harm such reputation, and refrain from spreading negative information about the Organization.

10.5 Members of the Organization must reject any forms of corruption, bribery, abuse, and the issuance of unreliable analytical or legal materials or recommendations, including those made in response to requests from other public or political organizations.

11. RECRUITMENT PROCEDURE

11.1 The procedure and process of recruiting specialists for the Organization's activities are based on the principles of professionalism, fairness, mutual respect, humanity, and impartiality.

11.2 To achieve the statutory goals of the Organization, there may be a need at certain stages of activity to engage new specialists for a specific term according to the timeline of a particular project. Possible methods for searching candidates to be involved in the Organization's activities include:

- Searching for candidates through members of the Organization;
- Announcements in mass media, social networks, and resource centers.

11.2.1 Job announcements should include the following information:

- Name and location of the Organization;
- Information about the vacancy (services expected from the candidate);
- Requirements for the professional level of candidates;
- List of required documents to be submitted;
- Period during which candidates must submit documents.

11.2.2 The procedure for involving candidates in the Organization's activities is divided into the following stages:

- Submission of information by the candidate;
- Interview;

- Decision-making.

11.3 A candidate who may potentially be engaged in the Organization's activities must submit their CV containing all the necessary information for consideration by the Organization's management. Persons who submit properly prepared documents and meet the candidate requirements are invited for a subsequent interview.

11.4 The purpose of the interview is to assess the candidate's professional, ethical-business, and managerial-organizational abilities necessary to fulfill the duties (services) assigned to them in the future.

11.5 During the interview, the following questions may be discussed:

- Candidate's education level;
- Experience in providing similar services;
- Expected remuneration;
- Additional skills (e.g., English proficiency, public speaking experience, data handling skills in Excel, etc.).

11.6 Interviews are conducted in one or two stages: involving the sectoral manager and relevant specialists of the Organization, depending on the activity area for which the candidate is being recruited. In some cases, to evaluate practical skills and knowledge, candidates may be asked to complete a trial task or testing to assess specific competencies.

11.7 Before starting to provide services, the sectoral manager and other team members, within their competence, must familiarize the newly recruited person with all the rules and principles of the Organization's work, its strategy, mission, goals, and values.

11.8 The Organization and its team undertake not to disclose information classified under Ukrainian law as restricted access. For this purpose, the Organization has approved a list of information considered confidential, which may be amended by the decision of the Executive Director of the Organization. This includes:

- Information about project proposals being developed or prepared by the Organization or jointly with other legal and physical persons, but not yet supported by any non-governmental organizations (including national, international, foreign), government organizations (including national, international, foreign), or government bodies and local self-government authorities of any country;
- Any financial information related to the Organization's activities: the Organization's budget, amounts of financial support received for project activities, information about any movement (circulation) of funds on the Organization's and its counterparties' bank accounts. This information may only be disclosed in specific cases, namely: by the appropriate decision of the Executive Director of the Organization and upon publication of the Organization's annual report on results and amounts of received targeted financial aid, prepared at the beginning of a new calendar year and approved by the Executive Director before publication;
- Information about the Organization's activities and persons acting on its behalf and in its interests within and in the implementation of projects, except publicly available information disclosed by the governing bodies and/or within and in the implementation of projects;

- Information regarding the Organization's internal strategy (apart from the strategy documents which are made public);
- Information about remuneration for performing contractual obligations for the Organization.

12. ORGANIZATION VOLUNTEERS

12.1 The primary goal of engaging volunteers is to involve them actively in the Organization's activities, provide internship opportunities, and assist in implementing and promoting the Organization's mission and objectives.

12.2 Volunteers are engaged according to the areas of activity defined by the Organization's strategic plan.

13. VOLUNTEER ENGAGEMENT PROCEDURE

13.1 Volunteer activity within the Organization is voluntary, socially oriented, and non-profit, carried out by volunteers through the provision of volunteer assistance.

13.2 A volunteer of the Organization is an individual who voluntarily performs socially oriented, non-profit activities by providing volunteer assistance.

13.3 Volunteers of the Organization may include Ukrainian citizens, foreigners, and stateless persons who are legally residing in Ukraine and are legally competent. Persons aged 14 to 18 may engage in volunteer activities within the Organization with the consent of their parents (adoptive parents), foster parents, guardians, or caregivers.

13.4 The Organization conducts its volunteer activities according to programs or plans, which, if required by law, must be coordinated with the relevant central executive authorities and, if necessary, with local executive authorities or local self-government bodies.

13.5 A person wishing to become a volunteer for the Organization must complete an application (questionnaire, statement, standardized form, etc.) on the Organization's website or by other means specified in the announced conditions for volunteer recruitment in the respective area of activity.

13.6 Interviews with individuals expressing the desire to become volunteers are conducted by the person responsible for volunteer work.

14. CONDUCTING VOLUNTEER ACTIVITIES

14.1 A volunteer may receive a volunteer certificate while engaging in volunteer activities within the Organization.

14.2 Volunteers may form a volunteer group, the activities of which are coordinated by the person responsible for volunteer coordination within the Organization.

14.3 While volunteers are performing volunteer activities, the Organization has the right to:

- Suggest that a volunteer change the type of assistance provided;
- Refuse a volunteer's services if they fail to fulfill their obligations;
- Request a report from the volunteer on the work performed;
- Encourage and acknowledge the volunteer's efforts;
- Maintain a registry of volunteers.

14.4 A volunteer has the right to:

- Proper conditions for carrying out volunteer activities, including receiving reliable, accurate, and complete information about the procedures and conditions of volunteer engagement, and being provided with protective gear, equipment, and supplies as needed;
- Have their volunteer hours counted toward academic or practical training, provided the volunteer activity aligns with their field of study and the educational institution agrees;
- Be reimbursed for expenses related to their volunteer activity, as stipulated by the Law of Ukraine «On Volunteer Activity»;
- Exercise other rights as provided by law.

14.5 A volunteer is obliged to:

- Diligently and timely perform the duties associated with volunteer activities;
- Avoid any actions or conduct that could negatively affect the reputation of either the volunteer or the Organization;
- Respect the legal regime regarding information with restricted access;
- In case of entering into a volunteer agreement, and its unilateral termination by the volunteer, compensate for any direct damages caused, if stipulated in the agreement;
- Compensate for any material damage caused in the course of volunteer activity, as provided by law.

14.6 When engaging volunteers, the Organization is obliged to:

- Ensure safe and appropriate working and living conditions for volunteers;
- Provide training to volunteers;
- Supply accurate, complete, and truthful information about the nature and specifics of the volunteer activities;
- Ensure free access to information related to the conduct of volunteer activities.

14.7 Recipients of volunteer assistance from the Organization may be individuals or legal entities that are non-profit organizations receiving such aid.

15. FINAL PROVISIONS

15.1 This Policy comes into effect from the date of its approval by the Executive Director of the Organization.