



National Bank
of Ukraine

GUIDANCE NOTE

FOR VRW SUB-BORROWERS'
IMPLEMENTATION OF VETERAN-
FRIENDLY MEASURES UNDER THE
“VETERANS REINTEGRATION”
WINDOW IN UKRAINE

VRW sub-borrower is a MSMEs that is sub-borrower under the EBRD SME Competitiveness and Inclusion Programme in Ukraine (publicly known as the “EU4Business-EBRD Credit Line with Incentives”; the “Programme”) and is compliant with specific criteria for sub-borrowers under the “Veterans Reintegration Window” (“VRW”) within the Programme, as specified in the agreement between EBRD and its participating financial institution (the “PFI”), which is the sub-borrower’s lender.

VRW sub-borrowers play an important role in the veterans' reintegration process, as they shall implement (i) veteran-friendly policies and practices and (ii) infrastructure enhancements to improve access for people with disabilities (jointly referred to as “**Veteran-friendly Measures**” or “VFM”) with the support of EBRD consultant(s) and the PFI. By doing so, VRW sub-borrowers not only contribute to the social welfare of veterans as their employees and/or clients but also receive additional grant support in the form of donor funded investment incentives reducing costs of their sub-projects under the Programme. VRW sub-borrowers must promptly provide evidence of the VFM implementation at the request of the EBRD (or its consultants) and/or the PFI.

VRW sub-borrowers aim to support the Veteran-Related Audience (“VRA”), comprised of the following two main categories of persons (as defined by the Law of Ukraine 3551-X11 (1993) "On the Status of War Veterans and Guarantees of Their Social Protection") supported by the Programme under VRW:

- War veterans: combatants, persons with disabilities caused by war, and war participants. It is important to note that this includes those who continue providing military service or can return to the service at any time.
- Persons with special status and state support: family members of veterans and family members of deceased (fallen) war veterans, family members of the deceased (fallen) defenders (including those who served as volunteers), persons who have special awards from the Government, as well as injured participants of the Revolution of Dignity.

The following is the VFM criteria that the VRW sub-borrower (excluding sole entrepreneurs, for whom only the first recommendation applies) shall implement, to the extent feasible given the enterprise's size and field of operation, within 12 months from the date of the sub-loan agreement signing or have already implemented:

- A responsible person was appointed within the company for HR support and all employment-related issues of VRA. For microenterprises (less than 10 employed people), this can be the owner himself.
- A Veterans Support Policy prepared or updated based on a template provided by Korn Ferry and approved/adopted by the sub-borrower. For microenterprises, this policy can be integrated into existing general or HR policies rather than requiring a separate document.
- The Veterans Support Policy and accompanying presentation material, based on a draft provided by Korn Ferry, are communicated and known to all company’s existing employees.

- The Veterans Support Policy and presentation material are used by the company's relevant employees in the onboarding process of every new hire.
- VRA candidates have direct access to all advertised corporate vacancies on the job market (e.g., vacancies posted by a company on open job search platforms, a company's website, etc.), and the company clearly states that it promotes equal opportunity, fair treatment, non-discrimination, and diversity principles while posting openings and vacant jobs.
- Based on a draft provided by Korn Ferry, the onboarding materials inform newly hired employees and managers about veteran-friendly principles and behaviours. For microenterprises, simplified verbal guidance or a short document can be used.
- The individual salary range of VRA employees is equal to the compensation of other employees on the same grade within the company.
- Digital infrastructure for remote or hybrid work and necessary facilities for veterans with disabilities in office premises are made available to VRA when required.

IMPORTANT! The above VFM that the sub-borrower undertakes to implement are mandatory and require evidence of implementation. To ensure the VRW sub-borrower's awareness and commitment to the implementation of the VFM, the PFI shall receive from each VRW sub-borrower a signed Letter of Commitment in the form of Annex 1 (to be filed by the PFI with the sub-loan agreement documents) and share with VRW sub-borrowers relevant materials and templates of veteran reintegration policy related documents and practices prepared by EBRD consultants (Korn Ferry) and annexed to this Guidance Note. The EBRD reserves the right to conduct compliance audits selectively after the program starts.

ANNEX 1.

VRW SUB-BORROWER’S LETTER OF COMMITMENT¹.

[Company Letterhead]

[Company Name]

[Company authorised Representative Name, Position]

With this letter, _____ company confirms that it is familiar with the terms and conditions of participation as a sub-borrower under the EBRD SME Competitiveness and Inclusion Programme in Ukraine (publicly known as the “EU4Business-EBRD Credit Line with Incentives”; the “Programme”). Our company declares its readiness to implement the necessary practices and tools to support the reintegration of veterans.

The table below lists the Veteran-friendly Measures (“VFM”) mandatory for implementation under the “Veterans Reintegration Window” (“VRW”) within the Programme. . It indicates the measures already implemented by our company and the remaining measures that are not currently complied with, which we undertake to implement within 12 months from the relevant sub-loan agreement signing to ensure full compliance with the specific criteria for sub-borrowers under the VRW.

The full implementation of the VFM will be confirmed by our company in a follow-up self-declaration statement to [name of the PFI] in due course.

We understand that the EBRD reserves the right to conduct selective compliance audits to ensure the implementation of the above VFM by our company. Potential non-compliance with the Programme’s eligibility criteria by our company, including the implementation of the VFM as specific requirements for VRW sub-borrowers, can result in our obligation to recover any amount of investment incentives incorrectly paid to us as the sub-borrower under the Programme.

Name, Position

Date

¹ **Mandatory document** required of all VRW sub-borrowers.

#	VFM Description	Verification	Already implemented / as of the sub-loan agreement signing	Commits to introduce within 12 months from as of the sub-loan agreement signing (if not – please indicate the reason)
1	A responsible person was appointed within the company for HR support and all employment-related issues of VRA (the “Coordinator”) ² .	Signed statement by the sub-borrower's top management regarding the establishment of the new role or the presence of such a role in the company (see Annex 2 for suggested text of such written order/statement). Contact details of the responsible person are shared with EBRD and its consultants via the link ³ .	Yes / No	Yes / No
2	A Veterans Support Policy prepared or updated based on a template provided by Korn Ferry (see Annex 3) and approved/adopted by the sub-borrower.	Veterans Support Policy signed by the sub-borrower's top management.	Yes / No	Yes / No
3	The Veterans Support Policy (Annex 3) and accompanying presentation materials (Annex 4), based on drafts provided by Korn Ferry, are communicated and known to all company existing employees.	The presentation is sent to all company existing employees, and a communication session is conducted.	Yes / No	Yes / No

² Veteran-Related Audience comprised of the following two main categories of persons (as defined by the Law of Ukraine 3551-X11 (1993) "On the Status of War Veterans and Guarantees of Their Social Protection") supported by the Programme under VRW:

- War veterans: combatants, persons with disabilities caused by war, and war participants. It is important to note that this includes those who continue providing military service or can return to the service at any time.
- Persons with special status and state support: family members of veterans and family members of deceased (fallen) war veterans, family members of the deceased (fallen) defenders (including those who served as volunteers), persons who have special awards from the Government, as well as injured participants of the Revolution of Dignity.

³ <https://forms.gle/aYWYYAnx6D9HRL6NA>
For sole entrepreneurs, the business owners themselves shall provide such contact details.



#	VFM Description	Verification	Already implemented / as of the sub-loan agreement signing	Commits to introduce within 12 months from as of the sub-loan agreement signing (if not – please indicate the reason)
4	The Veterans Support Policy and presentation materials, based on drafts provided by Korn Ferry, are used by the company's relevant employees in the onboarding process and inform newly hired employees and managers about veteran-friendly principles and behaviours.	The Veteran Support Policy and presentation materials are part of the onboarding package provided to all new hires. The onboarding presentation materials for employees with veteran-related components were prepared and provided to every new hire with a note of familiarization.	Yes / No	Yes / No
5	VRA candidates have direct access to all advertised corporate vacancies on the job market (e.g., vacancies posted by a company on open job search platforms, a company's website, etc.), and the company clearly states that it promotes equal opportunity, fair treatment, non-discrimination, and diversity principles while posting openings and vacant jobs.	Corporate vacancies are posted with special notes and diversity and inclusion ("D&I") disclaimers underlining and promoting career opportunities for VRA (please see the draft of such disclaimer in Annex 3 / Exhibit 3).	Yes / No	Yes / No
6	The individual salary range of VRA employees is equal to the compensation of other employees on the same grade within the company.	Signed statement by the sub-borrower's top management to ensure pay equality for VRA employees.	Yes / No	Yes / No
7	Digital infrastructure for remote or hybrid work and necessary facilities for veterans with disabilities in office premises are made available to VRA when required.	A signed statement by the sub-borrower's top management to ensure that digital tools and infrastructure are available and the office locations with workplaces for veterans with disabilities are equipped with the necessary infrastructure.	Yes / No	Yes / No

ANNEX 2.

TEMPLATE OF SUB-BORROWER ORDER REGARDING IMPLEMENTATION OF VFM.

[Company Letterhead]

[Company name]

ORDER
[Kyiv]

No _____

*On the implementation of measures to develop
veteran-friendly practices*

To ensure measures related to implementing infrastructure and practices to support veterans and develop the necessary culture of interaction and respect for veteran categories of employees.

MANAGERS MENTIONED BELOW ARE ORDERED TO:

1. Designate [(specify position)] as the official responsible for HR support and any issues related to the employment, (re)integration of veterans, war affected persons and people with disabilities caused by war.
2. The designated responsible person shall ensure the development and implementation of the following measures within six months.
3. Develop a Veterans' Support Policy as a key document that will define the principles and standards of behavior aimed at supporting veterans and their family members who are employees of the company
4. Develop presentation materials on the principles and practices of supporting veterans for the company's employees and ensure the company's staff is familiar with them.
5. Ensure that every new employee is informed about the principles of supporting veterans and that presentation materials are included in the list of mandatory reading materials for new hires.
6. Include a statement of support for employment and openness to veterans and people with disabilities in every recruitment announcement, with a mandatory indication of our company's adherence to the principles of equal opportunities, fair treatment, non-discrimination, and diversity when placing job announcements and searching for candidates for vacant positions.

7. Ensure that there is no discrimination in terms of pay and no gaps in remuneration for veterans, persons with disabilities, and family members of fallen servicemen.
8. Develop a policy for remote or hybrid work for veterans and persons with disabilities, where possible and required, and implement the necessary digital infrastructure and technologies in the workplace.
9. Conduct an analysis and prepare a plan for workplace accessibility for veterans with disabilities where possible and required.
10. Control over the implementation of this Order shall be entrusted to _____

Director

ACKNOWLEDGED:

HR Manager

Financial Director

Head of the Legal Department

IMPORTANT! This order and other templates to the Guidance Note provide **EXAMPLES** of possible documents that can (and should) be adjusted to suit the specifics and size of the business and serve as guidelines for possible content. The main criterion will be the fulfilment of the list of VFM criteria that the VRW sub-borrower shall implement.

ANNEX 3.

GENERIC TEMPLATE OF VETERANS' SUPPORT POLICY⁴

[Company Name]

Date: [xx.xx.xxxx]

1. General provisions

- 1.1. The Veterans' Support Policy was developed in accordance with the Law of Ukraine "On the Status of War Veterans, Guarantees of Their Social Protection" regarding guarantees of employment for war veterans" (No. 10261 of 14.11.2023) and the company's policies and procedures.
- 1.2. The creation and adoption of the Policy is a necessary condition for supporting veterans and their families, as well as part of the company's corporate social responsibility strategy.

2. Goals and objectives

- 2.1. Ensure effective support for war veterans, their integration into the work environment and increase their social protection.
- 2.2. Creating favourable conditions for employment and professional development of war veterans.
- 2.3 Implementation of the principles of equal opportunities, fair treatment, non-discrimination and diversity.
- 2.4. Monitoring and summarising information on the implementation of the Policy. Studying the best veteran practices in the labour market and improving the existing Policy.

⁴ For microenterprises (up to 10 employees), this policy can be integrated into existing general HR policies rather than requiring a separate document.

3. Terms and definitions

3.1. War veteran – a person who meets the criteria of a veteran in accordance with the Law of Ukraine 3551-X11 (1993) "On the Status of War Veterans and Guarantees of Their Social Protection" (hereinafter referred to as a veteran). Veterans include: combatants (persons who participated in the defence of the Motherland or in hostilities on the territory of other states), persons with disabilities caused by war, and war veterans. Hereinafter, the term veteran will include representatives of both sexes (male and female veterans).

3.2. Reintegration is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility and often necessitates long-term external assistance. (as defined in the note by the Secretary-General to the General Assembly, A/C.5/59/31, May 2005).

4. Responsibility for veterans' support and guidance

4.1 An employee of the company (hereinafter referred to as the "Coordinator") shall be appointed as responsible for supporting veterans and all issues related to the employment of veterans in the company, who will perform the duties assigned to him/her (basic or additional) to provide advice and support to veterans in employment and adaptation in the company, monitor the implementation of the Veterans' Support Policy, and ensure equal opportunities for veterans (for more details, see Exhibit 1).

4.2 The scope of the main tasks of supporting a veteran assigned to the Coordinator does not reduce the personal responsibility and involvement of the veteran's manager and his or her colleagues.

4.3. The company's management undertakes to support initiatives to support veterans, initiate and develop support programmes, ensure compliance with all provisions of the Veterans Support Policy and provide the necessary resources for its implementation.

5. Components of the veterans' support policy and its implementation measures

5.1. Employment of veterans. The company openly informs about its readiness and openness to hire veterans and people with disabilities. When recruiting personnel, the company undertakes to adhere to the principles of equal opportunities, fair treatment, non-discrimination, diversity and inclusion. When communicating information about available vacancies, the company indicates this in the form of a short disclaimer (examples in Exhibit 3).

⁵ For microenterprises (up to 10 employees the owner or an appointed employee may take on the role of 'Coordinator' instead of creating a separate position.

5.2. The adaptation of newly recruited employees with combat experience is based on the onboarding recommendations provided in the example of the adaptation procedure for new employees – Exhibit 4.

5.3. Supporting the employee during his/her service and maintaining constant contact facilitates his/her return to the team and allows the employer to plan organisational measures in advance, preventing any issues. Therefore, the process of preparing for the reintegration of a veteran into the team begins before his or her mobilisation. Below are the main stages of a company employee's journey from the moment they start military service (main actions of the Coordinator at each of these stages are described in Exhibit 2):

Mobilisation > Service > Return from service > Continuation of work in the company or Dismissal

5.4. The company shows understanding and recognition by honouring the veteran's achievements, regular short meetings with management, informing the team about the awards received, etc.

5.5. The company honours the memory of those who died as a result of the military invasion and creates traditions of honouring the memory of fallen heroes in the company (assistance to the families of the fallen, celebration of the National Remembrance Day, implementation of minutes of silence, memorial places, etc.)

6. Communication and information transparency

6.1. The Company shall regularly and ethically communicate the policy to all personnel using available channels and methods (e.g. internal resources, groups, external social media, etc.).

6.2. The Company uses the Veterans Support Policy and accompanying presentation materials in the onboarding process of new employees.

6.3. Provides open access for veteran candidates to all corporate vacancies posted on open job search platforms and on the company's website.

7. Expected results of the Policy implementation

7.1. The implementation of policy measures will contribute to:

- Increasing the inclusivity and efficiency of work in the field of human resources management
- Improving the quality and variety of professional services (benefits) provided to employees.
- Strengthening the company's brand as an employer.
- Increasing the level of employees' trust and transparency of the employment process.
- Implementation of the Labour Code of Ukraine and the Law of Ukraine "On the Status of War Veterans and Guarantees of Their Social Protection" regarding employment guarantees for war veterans.

8. Monitoring and reporting

- 8.1. Continuously monitoring the implementation of the Veterans Support Policy and providing evidence of its implementation on a regular basis to the company's management by the Coordinator (at least once a year).
- 8.2. Keeping semi-annual reports on the number of employed veterans, their adaptation and professional development.
- 8.3. If the company has an internal audit function, the company shall ensure that regular (at least once a year) internal audits are conducted to verify the company's compliance with the Veterans' Support Policy.

9. Final provisions

- 9.1. Veterans Support Policy comes into force from the date of its adoption.
- 9.2. All employees of the Company have the opportunity to read this Policy (in the public domain) and are informed of its provisions.
- 9.3. Changes to the Veterans Support Policy may be made by the decision of the Company's management.

Signature:

[Name Surmane, Position]

[Company name]

Date: [xx.xx.xxxx]

⁶ For microenterprises (up to 10 employees) monitoring can be done informally through direct feedback rather than structured reporting.

EXHIBIT 1 (TO THE POLICY)

DESCRIPTION OF THE COORDINATOR ROLE RESPONSIBLE FOR SUPPORTING VETERANS (EXAMPLE)

Coordinator for support of mobilised and demobilised employees (further – the “Coordinator”) develops, implements and continuously improves plans, policies and programmes that affect the organisation's relationship with mobilised employees, veterans and their families. Key tasks include researching current and potential issues, assessing their impact, and developing solutions and prevention. Responsible for providing advice and guidance on working with veterans, coordinating and maintaining relationships with them, informing them about available support opportunities within and outside the company, and advising line management and the team on how to address specific issues or situations.

Responsibilities:

1. Coordination of support for mobilised employees, veterans and their families:

- Regular communication with mobilised and demobilised personnel and their families.
- Providing support during the recruitment of veterans, mobilisation of employees and their service, dismissal from service and transition back to the company (up to the moment of exit).
- Ensuring access to necessary information and resources for veterans.
- Collecting and assessing social and material/financial needs and offering solutions.
- Monitoring and evaluation of professional needs and job satisfaction.
- Organising training and development of veterans.
- Facilitating the adaptation and reintegration of veterans into the work environment.
- Providing support and advice in difficult situations.

2. Interaction with the mobilised/veteran's supervisor and their team, internal functions:

- Regular interaction with the management of mobilised/veterans and their colleagues.
- Collecting feedback on adaptation programmes.
- Cooperation with HR, internal training, communications, CSR, occupational health and safety, medical institutions, legal and administrative functions (if there are any of them in the company).

3. Interaction with external organisations:

- Establishing and maintaining relationships with institutions and organisations that provide support to veterans. Conclude contracts and agree on terms and conditions.
- Cooperation with medical institutions to ensure quality medical and psychological care.

4. Implementation and improvement of the veterans' adaptation program:

- Developing and implementing individual adaptation plans for newly hired veterans, tracking and evaluating their results.
- Organising training sessions and seminars (if necessary) internally or with contractors.

5. Participation in the development of new support programmes:

- Maintaining and updating knowledge of the organisation's policies and procedures related to cooperation with veterans, inter alia via proactive participation in EBRD's supported trainings, workshops and other events dedicated to veteran and war affected persons reintegration in Ukraine.
- Ensuring that the work complies with the required standards set out in the Veterans Support Policy, approved by the company.

6. Organising events for military personnel, veterans and their families:

- Conducting trainings, seminars, sports and other events to support the physical and psychological health of veterans and their families.
- Promoting a culture of respect and mutual assistance.

Skills needed:

- Communication and interaction skills: ability to listen, speak and persuade, to interact effectively with veterans, their families, external organisations and government agencies, and to resolve conflict situations effectively. Fluent knowledge of the Ukrainian language.
- High level of empathy and ethics support with respect for the individual needs of veterans.
- Organisational skills: coordination of various resources, time management effectively.
- Understanding of veterans' needs and unique challenges, including psychological, social and medical aspects.
- Understanding of the legislation governing veterans' issues.

Education and experience:

- University degree, preferably in psychology, social work, human resources management, law or other humanities.
- Volunteer experience, administrative or project management experience, human relations and communications management will be an advantage.
- Experience working with veterans or other vulnerable groups, direct veteran experience, or a family member of a veteran/serviceman will be an advantage.
- Experience working within the company will be an advantage.

EXHIBIT 2 (TO THE POLICY)

KEY COORDINATOR'S ACTIVITIES ON THE EMPLOYEE'S PATH (EXAMPLE)

The actions of the Coordinator are described in the context of the employee's path from the moment of military service to his/her dismissal from the company:

Mobilisation > Service > Return from service > Continuation of Employment or Dismissal

The functionality assigned to the Coordinator in the search, selection and hiring of veterans is described separately.

1) MOBILISATION

- Preparation of the necessary documents (e.g., a dismissal order).
- The immediate supervisor of the dismissed employee should designate a responsible person to communicate with the employee or (if necessary) his/her family members (e.g., a colleague or the employee's supervisor) and determine the ways and frequency of future communication, as well as the necessary contact details.
- Establish separate communication channels for mobilised employees and colleagues (if necessary) to provide information on legal, medical, psychological and general support services available to employees.
- Organising a lecture for employees on PTSD and training in the skills of interaction with a person experiencing trauma. To raise awareness and improve social integration. Organising online training (courses in open platforms) for all employees of the company.

2) MILITARY SERVICE

- Ensure the frequency of communications through a responsible person (if different from the Coordinator) - as agreed when leaving for military service (channel and form of communication, frequency, contact person if needed).
- If the information about the employee's injury is confirmed, collect primary data on the incident, establish an up-to-date telephone number for communication (personal or contact person), and, if possible, offer additional assistance to the injured employee or his/her family, including assistance with rehabilitation.
- If the Coordinator becomes aware and confirms the information that a company employee is MIA or captured, pass the relevant documents to the accounting department. At this stage, the Coordinator should also establish contact with relatives, find out their needs (material, psychological, etc.) and consider possible ways to provide the necessary assistance.

3) RETURN FROM SERVICE:

- Preparation of the necessary documents depending on the reasons for dismissal.
- Finding out the employee's willingness to return to his/her workplace and the timeframe for returning.
- Determining the need for leave (additional leave, Sick leave, etc.) and, if possible, providing additional paid leave days.
- Determining the need for a flexible schedule or remote work, or workplace adaptation.
- Adaptation of the workplace to new needs (if possible).
- Informing about the possibility and channels of obtaining the necessary assistance (psychological, legal, etc.).
- Familiarisation with the available benefits and support programmes available within the company and guaranteed by the state.

The reasons for dismissal from military service are defined by the Law of Ukraine "On Military Duty and Civil Service".

4) CONTINUED EMPLOYMENT IN THE COMPANY

- Preparation of the necessary regulatory documents (for example, medical examination referrals).
- Training the team on tolerant communication, correct use of words, etc.
- Establishing cooperation with external (or internal) providers of psychological, medical and/or legal support services to inform veterans about available opportunities. Conclude contracts for services (for example, a military psychologist from the psychological support centres for veterans, a state medical centre).
- If it is impossible to return to the previous workplace, offer a position in accordance with the veteran's request and physical capabilities (if available).
- If necessary and possible, adapt the new workplace to meet special needs.
- Establishing cooperation with external (or internal) providers of training and development of personal and professional skills for the veteran to provide additional training or education.
- Ensure equal salaries for employees in the same positions, regardless of status or disabilities.
- Providing digital infrastructure for remote or hybrid work and necessary facilities in office premises for veterans with disabilities.

5) DISMISSAL

- Informing the veteran that dismissal is possible not only at their own will or by agreement of the parties, but also on other reasons for example, a veteran with a disability can resign due to retirement on disability).
- If, due to health reasons, the veteran is unable to continue working at the previous job and the company cannot offer an alternative, assistance in finding a job among partner companies/suppliers, or possibly concluding an agreement with the local Employment Service to assist in finding a job.
- Depending on the reasons and circumstances for leaving the company, maintain periodic contact with the veteran to find out if he or she wants to return to work.

6) HIRING VETERANS

- Creating specific vacancies and conducting information sessions to attract veterans.
- Collaboration with veteran organisations - working with veteran support organisations to help find the right candidates.
- Resumes and interviews: training recruiters or conducting interviews yourself to recognise and assess skills acquired in the army and adapt them to civilian positions.
- Training of recruiters, or conducting interviews by themselves in accordance with the recommendations of veterans' organisations (in particular, those specified in Annex 4 to the Guidance Note for VRW Sub-borrowers' Implementation of veteran-friendly measures under the "Veterans Reintegration Window" in Ukraine). Develop adaptation programmes that take into account the specifics of the transition from military to civilian service.
- Where feasible, appoint mentors for newly recruited veterans from among employees (with their consent) who have experience of service or understand the needs of veterans (preferably veterans themselves) to help them integrate into the company's work culture.
- Provide career development and planning advice.
- Training and certification support: funding or providing opportunities for additional training or professional certifications.
- Career development opportunities: creating clear pathways for veterans to advance in the company.
- Providing digital infrastructure for remote or hybrid work and necessary facilities in office premises for veterans and persons with disabilities.

EXHIBIT 3 (TO THE POLICY)

EXAMPLES OF DISCLAIMERS FOR JOB POSTINGS

Examples of disclaimers that can be included in the company's job descriptions when they are published on external and internal resources:

- Our company is committed to the principles of equality and inclusion. We welcome veterans and people with disabilities to our team and look forward to seeing you in our office.
- We actively support diversity and inclusion in our company and are open to hiring veterans and people with disabilities. We are committed to the principles of equal opportunities, fair treatment and non-discrimination. If you require special arrangements to participate in the recruitment process, please acknowledge us.
- Our company is committed to creating an inclusive environment for all employees. We encourage veterans and people with disabilities to apply for our vacancies. Our hiring process is designed to ensure fairness and equality for all candidates.
- We are committed to equal employment opportunity regardless of national origin, colour, religion, sexual orientation, age, marital status, disability, gender identity or veteran status. We encourage all qualified candidates to apply for our vacancies, regardless of the above factors.
- The company supports equal opportunity, fair treatment, non-discrimination and diversity. We encourage veterans to apply for our open positions.

EXHIBIT 4 (TO THE POLICY)

THE ADAPTATION PROCESS FOR VETERANS (EXAMPLE)

The purpose of onboarding is to ensure that new employees are quickly integrated into the company's working environment, increase their productivity and job satisfaction, and create comfortable conditions for them to realise their professional potential.

1. The importance of veterans' support

Supporting veterans is an important aspect of a company's social responsibility. Veterans have unique skills and experience that can significantly strengthen a team. Ensuring proper support during adaptation helps veterans successfully transition to civilian life, reduces stress and promotes their professional fulfilment. This procedure will help ensure that newly hired veteran employees are successfully adapted and integrated into the company's work environment.

2. Key responsible parties

Coordinator for support of mobilised and demobilised employees: primarily responsible for the development, implementation, and improvement of adaptation plans, communication with veterans and their families, and cooperation with internal and external organizations.

HR Specialist/Department: provides support in the hiring process, document management, training organization, and progress assessment.

Direct Supervisor: responsible for familiarizing the veteran with work processes, regularly evaluating their performance, and facilitating their integration into the team.

Mentor: provides daily support, assists with current issues, and helps the veteran adapt to the new work environment.

These roles within the company may be consolidated among fewer individuals.

3. Adaptation and onboarding stages

3.1. Preparation

Responsible: Coordinator for Support of Mobilized and Demobilized Employees, HR Specialist/Department (if available)

- Information Gathering: The Coordinator collects information about the veteran, including their military experience, specialization, needs, and potential limitations.
- Adaptation plan: The Coordinator, together with the HR department, develops an individual adaptation plan, taking into account the specific needs of the veteran.

- Staff training: Holding information sessions for the staff to remind (or explain) the specifics of working with veterans and prepare employees for cooperation. Providing brochures, booklets, or access to online resources that contain information about veteran-friendly principles.

3.2. First Day at Work

Responsible: Coordinator, HR Specialist/Department, Direct Supervisor

- Meeting and Orientation: The Coordinator and HR Department greet the veteran, conduct a tour of the office, and introduce them to the team.
- Document Completion: Assistance with filling out necessary forms and documents.
- Mentor Introduction: Assigning a mentor who will support the veteran during the first few months of work.
- Familiarization with Necessary Documents: Terms of employment, work schedule, Veterans Support Policy. Explanation of key provisions and answering questions. Providing access to printed or electronic materials describing company policies.

3.3. First Week

Responsible: Coordinator, Direct Supervisor, Mentor

- Introduction to Work: Acquainting the veteran with their duties, work processes, and tools.
- Training Sessions: Conducting introductory trainings and educational sessions necessary for performing job tasks.
- Continuous Feedback: Daily meetings with the mentor and regular meetings with the Coordinator to discuss progress and resolve potential issues.

3.4. First Month

Responsible: Coordinator, Direct Supervisor, Mentor, HR Specialist/Department

- Ongoing Support: Regular meetings with the mentor and Coordinator to assess the veteran's adaptation.
- Skill Development: Additional training and educational programs to develop necessary professional skills.
- Psychological Support if Needed: Providing information about the availability of psychological consultation services.

3.5. First Three Months

Responsible: Coordinator, Direct Supervisor, HR Specialist/Department

- Progress Assessment: Regular meetings with the supervisor to evaluate the veteran's productivity and progress.
- Adaptation Plan and Policy Adjustments: Making changes to the adaptation plan based on feedback about the process and feedback on the clarity and quality of services provided by the Veterans Support Policy, adjusting the policy if necessary.
- Team Integration: Organizing team events and activities to facilitate the veteran's integration into the team.

3.6. After Six Months

Responsible: Coordinator, Direct Supervisor, HR Specialist/Department

- Long-Term Planning: Developing a career development plan for the veteran, including annual goals and opportunities for professional growth.
- Ongoing Monitoring: Regular meetings with the Coordinator to monitor job satisfaction and resolve potential issues.
- Adaptation Evaluation: Final evaluation of the adaptation process, collecting feedback from the veteran and the supervisor.

4. Monitoring of Adaptation Process

Responsible Persons: Coordinator, Direct Supervisor, HR Department

- Regular Meetings with Mentor and Coordinator: Regular meetings with the mentor and Coordinator to discuss adaptation progress and address potential issues.
- Surveys: Conducting regular surveys to assess the veteran's satisfaction with working conditions and the adaptation process.
- Policy Adjustments: Making changes to the Veterans Support Policy based on received feedback.

5. Recommendations for Onboarding

- Individual Approach: Consider the unique needs and experiences of each veteran.
- Clear Communication: Regular and open communication with the veteran regarding their expectations and challenges. Emphasize honesty and fairness in communications.
- Mentorship Support: Appointing an experienced employee as a mentor to provide ongoing support. It is beneficial if this mentor is a veteran who already works in the company.
- Psychological Support: Providing access to psychological consultations and resources (through medical insurance programs, partnerships, including free options).
- Flexibility: Consider potential needs for flexible schedules or working conditions for the veteran. Plan ahead for possible workplace adjustments based on schedule or work condition changes.
- Informational Support: Regular updates on available support options within and outside the company. Make information accessible, transparent, with easy access and understandable procedures for accessing services.

ANNEX 4.

SUPPLEMENTARY PRESENTATION TO VETERANS SUPPORT POLICY

provided by Korn Ferry in a separate [ppt file](#)