



ETHICAL COMMUNICATION HANDBOOK

Equality, inclusion and diversity are what we choose

PEOPLE- CENTRICITY

We are convinced that Darnytsia is the way it is thanks to the people who worked here before, make up the current team, and will join us in the future. We treat everyone as a unique individual, are responsive to the needs of others, value equality of rights and different points of view, and invest in people's development as an integral part of the company's success.

We see charity as a strategic contribution to the well-being of society. We integrate our efforts into comprehensive solutions to improve the nation's health, sustainable development initiatives and ethical business practices.



NO DISCRIMINATION

Respect for human rights is one of the basic values of Darnytsia. We respect human rights and promote their protection in all areas of our activities.

A healthy work environment involves **zero tolerance** to **harassment** (either physical or verbal), **discrimination**.

Our attitude towards each other should be based on the principles of respect and dignity.

In Darnytsia **#you_can_not** discriminate against anyone, including on the basis of age, race, gender, religion, sexual orientation, marital status, social origin, physical condition or ethnicity.

WHAT DOES DARNYTSIA DO?



- Provides equal opportunities for all employees and job candidates.
- Creates an environment where diverse opinions and perspectives are respected.
- Opposes all forms of discrimination and encourages openness among all employees.
- Designs and implements training and development programs aimed at increasing awareness and understanding of the importance of inclusion and diversity.

WHAT DO WE DO?



- We demonstrate respect and acceptance of diversity in all its manifestations.
- We avoid any actions, speech or behavior that could be perceived as discriminatory.
- We support colleagues and help create an inclusive environment where everyone can feel comfortable expressing their ideas and opinions.
- We actively participate in Darnytsia programs and initiatives aimed at ensuring equality and diversity.

GENDER

Darnytsia recognizes that gender equality is a fundamental right. We are committed to equal treatment for males and females at all levels of the organization, including recruitment, promotion, training and career development.

BEHAVIOR:

- All employees must show **respect for** each person's gender identity and expression.
- **Any form of harassment, jokes, language or behavior** that could be perceived as discriminatory or derogatory towards any gender is not acceptable.
- Darnytsia creates and maintains an environment where there is no room for gender **stereotypes or prejudices**.

APPROPRIATE COMMUNICATION:

- When recruiting, interviewing, and evaluating employees, questions that directly or indirectly relate to a person's gender identity, personal life, or gender stereotypes may not be asked.
- Do not ask about family, pregnancy, marriage or parenting plans, unless such questions relate to direct job duties and are not essential to the performance of the job.

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *Do you plan to have children?*
- *Have you ever changed your name? (which may indicate gender change)*
- *Considering you are a woman, you are probably not interested in a career?*
- *Do you think you will be able to work in a team dominated by men/women?*

MARRIAGE, CIVIL PARTNERSHIP

We respect the marital status of each employee and prohibit discrimination based on marriage or civil partnership in all aspects of employment and career development.

BEHAVIOR:

Respect for personal life:

- Respect the personal life and marital status of each employee by avoiding unnecessary questions or comments that relate to their personal relationships.

Non-discrimination:

- Avoid any comments or actions that may be considered discriminatory or disrespectful towards people who are married or in a civil partnership.

APPROPRIATE COMMUNICATION:

- **Do not ask directly about the marital status or civil partnership**, especially if this information does not in any way affect the employee's work.
- **Avoid questions about future plans** that suggest that marriage or civil partnership may affect career ambitions or ability to work.
- **Do not ask about family responsibilities** in a way that might suggest that marriage or civil partnership will affect the employee's ability to fulfill their duties.

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *How does your partner feel about the fact that you work so much?*
- *How do you plan to reconcile work and family obligations?*
- *Will marriage distract you from work tasks?*
- *Now that you have a family, are you willing to work outside of working hours?*

RACE AND RELIGION

Our workplaces are an environment free of racial and religious discrimination. We stand for equality regardless of race, ethnic origin, color, nationality, national origin or religion.

BEHAVIOR:

Inadmissibility of racial stereotypes:

- Avoid comments or assumptions based on racial, ethnic, or religious stereotypes that may demean or embarrass employees.

Avoiding racial and religious profiling:

- Do not make assumptions about a person's abilities, interests or behavior based on their race, ethnicity or religion.

APPROPRIATE COMMUNICATION:

Using respectful and sensitive language:

- Any use of stereotypes or jokes that may be perceived as racist or offensive should be avoided.
- Always use language that reflects respect for religious differences, as well as cultural and ethnic diversity.

Respect for cultural and religious identity:

- When communicating, it is important to recognize and value the cultural and religious identity of each employee, avoiding any form of cultural negligence or disregard.

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *What nationality are you?*
- *Which church do you go to?*
- *Don't you think your religion is strange or wrong?*
- *Do/don't you believe in God?*

AGE

Decisions about hiring, promotion, training, dismissal and other aspects of employment are made on the basis of qualifications, abilities and achievements, not age.

BEHAVIOR:

- All employees must **avoid using stereotypes** about “young” or “old” workers, and avoid making jokes or comments that could be perceived as offensive or discriminatory regarding age.

APPROPRIATE COMMUNICATION:

- Communication should be open and take place with respect **for the experiences and perspectives of employees of all age groups.**
- Do not ask questions that directly or indirectly use age as a criterion for assessing professional abilities, make assumptions about an employee’s energy or physical health based on their age, or suggest that older colleagues may have problems using the latest technology, etc.

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *You are still young and do not have enough experience to handle this position.*
- *At your age, you no longer have enough energy to take on such responsible projects.*
- *When do you retire?*
- *Are you familiar with the latest technological trends?*

OUR STRONG ONES

SUPPORT PROGRAM FOR VETERANS

In today's world, the role of veterans who defended and still defend Ukraine cannot be overestimated. Their contribution to peace and stability is fundamental to our society.

At the same time, returning to civilian life is often accompanied by a number of difficulties – from the need for rehabilitation and psychological support to problems with employment and social adaptation. The responsibility for supporting these heroes lies not only with the state, but also with civil institutions, including the business sector.

Darnytsia as a socially responsible business company, understanding the importance of integrating veterans into civil society, initiated the “Our strong ones” program.

This initiative aims to pay tribute to those who defend and have defended our country, and provide them with comprehensive support in the new phase of their lives.

This is key not only from an ethical point of view, but also as a factor contributing to the economic development and social stability of the country.



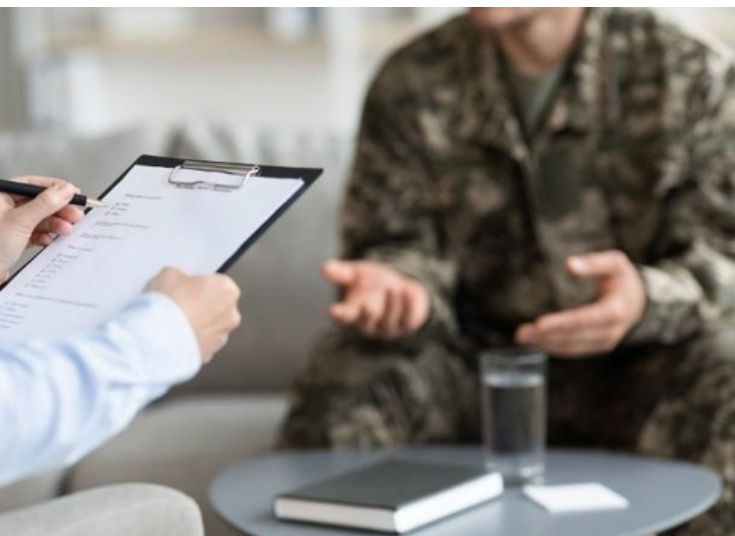
ACQUAINTANCE

Talking about a candidate’s military experience during your first meeting will most likely give you an advantage over other employers with whom a veteran communicates and will become one of the common topics of conversation during an interview.

Remember to make eye contact with the candidate, it is important for him/her that you listen to him/her, and not just ask a series of formal questions.

AGREEMENT ON RULES

If for some reason you are not comfortable with a topic a candidate brings up in an interview, or it is not related to work or experience, be honest and open like you would with other candidates and talk to a candidate about the boundaries:



“ ...I respect your experience and willingness to share, but I don’t feel comfortable continuing to talk about this topic...”



BE MINDFUL OF GENERAL ETHICS AND ASK IF YOUR VETERAN CANDIDATES ARE WILLING TO TALK ABOUT SENSITIVE TOPICS

HOW TO COMMUNICATE

In communication with veterans, it is important first of all to adhere to basic ethical norms.

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When communicating with a person, you primarily conduct a conversation on your own behalf and it should be consistent, so:

- **listen**
- **and feel.**



WHEN TALKING,

- *Be polite and professional.*
- *Speak clearly and to the point.*
- *Be discreet and consistent.*
- *Emphasize the veteran's next steps.*
- *It is important (!) to maintain eye contact with the veteran throughout the dialogue.*

HOW TO ASK VETERANS ABOUT THEIR COMBAT EXPERIENCE?

You can directly ask a candidate for a position about his/her status:



***Tell me, please, are you a combatant?
Are you comfortable talking about it with me?***

HOW TO COMMUNICATE

If during communication you feel insecurity, shyness, excitement – this is a completely normal reaction. And it is also quite appropriate to share your own emotions with the interlocutor. The only thing to remember is to follow the rules of business communication and talk about yourself, your feelings and emotions and do not shift the responsibility to the interlocutor.

You may say something like:



...I haven't interviewed veterans yet, so I'm a little excited, but I sincerely want our communication to be comfortable for both of us, so if I repeat some questions or ask for some details, please try to understand. If you don't feel comfortable talking about something, just tell me about it...

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *I was also going to go to war, but...*
- *War is terrible.*
- *You have gone through the horrors of war.*
- *Wish it all would end sooner rather than later.*
- *I know "Stepan", he became wild after coming back from the war.*
- *I heard about what is happening in the combat zone...*
- *Is it true that they pay 100k?*
- *Who needs this war...*
- *I do not understand at all what kind of war this is, we have always lived in peace.*
- *We did not send you there, the Russians are our brothers.*
- *One nation.*
- *Raise political topics, give an assessment of the political situation.*
- *I hold the economic front.*

HOW TO COMMUNICATE

When talking to veterans, speak simply and directly. Choose clear definitions devoid of emotional coloring. For example, instead of “eternal feat” say something neutral: military or combat experience.

WE SAY	WE DON'T SAY	WHY AVOIDING
<p>A VETERAN IS A PERSON WHO PARTICIPATED IN MILITARY OPERATIONS AND COMPLETED HIS/HER SERVICE</p>	<p>ATO-MAN, FORMER MILITARY MAN, EX-COMBATANT, MILITARY MAN, VOLUNTEER</p>	<p>WE WORK AND COMMUNICATE WITH ALL PEOPLE WHO HAVE MILITARY EXPERIENCE</p>
<p>PIH (UKR. УБД) - THE STATUS OF A PARTICIPANT IN HOSTILITIES</p>	<p>WARRIORS, MILITARIES</p>	<p>WHEN WE TALK ABOUT A PERSON WHO HAS MILITARY EXPERIENCE IN ANY ROLE, WE CALL HIM/HER PIH</p>
<p>COMBAT EXPERIENCE - ALL EVENTS AND CIRCUMSTANCES THAT HAPPENED TO A PERSON DURING SERVICE AND PARTICIPATION IN THE HOSTILITIES</p>	<p>HE/SHE PASSED THROUGH THE HORRORS OF WAR, HE/SHE FOUGHT</p>	<p>WE DO NOT GIVE ANY VALUE JUDGMENTS OF THE EXPERIENCE GAINED BY VETERANS WE CALL HIM/HER PIH</p>
<p>WAR</p>	<p>EVENTS IN THE EAST</p>	<p>ALL THESE ARE MILITARY ACTIONS AGAINST THE OCCUPIERS AIMED AT RESTORING THE TERRITORIAL INTEGRITY OF UKRAINE</p>
<p>ADAPTATION TO CIVILIAN LIFE</p>	<p>REHABILITATION, RETURN TO NORMAL LIFE</p>	<p>THE MILITARY EXPERIENCE WILL REMAIN WITH OUR PEOPLE FOR LIFE, AND A LIFE WITH THE IDENTITY OF A VETERAN IS, IN FACT, THEIR NORM</p>



INTERACTION WITH DISABLED VETERANS

BASICS OF COMMUNICATION WITH VETERANS WHO HAVE RECEIVED COMPLEX INJURIES AND, AS A RESULT, AMPUTATIONS AND PROSTHESES

- Focus on the person, not their disability.
- Avoid words that can offend, e.g.: victim, chained, blind, sick, disabled.
- When you are introduced to a person with a disability, address them directly, and not the one who accompanies them.
- If you offer help, wait until the veteran accepts it.
- A wheelchair is part of a veteran's untouchable space.
- Remain calm and friendly.

EXAMPLES OF INAPPROPRIATE PHRASES AND EXPRESSIONS

- *How does the prosthesis bend?*
- *Get well!*
- *How were you injured?*
- *Oh my God, what a horror.*
- *How did you bear it?*
- *Is it true that they pay you compensation?*
- *You are so young, how will you keep on living with this?*
- *Boys/girls get mutilated for nothing.*
- *You probably feel inconveniences in everyday life, don't you?*
- *Oh poor you, what a bad luck!*

! If you believe that you or someone else has experienced illegal discrimination or harassment, please report the incident and related circumstances to the Unified Hotline email:

COMPLIANCE.OFFICER@DARNYTSIA.UA



