

HUMAN CAPITAL RESILIENCE CHARTER

Engaging Employers to Accelerate
Ukraine's Labour Market
Recovery



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Preamble

Initiator: **Ministry of Economy of Ukraine**

Support: **European Bank for Reconstruction and Development (EBRD), Folke Bernadotte Academy (FBA)**

Implementation: **Korn Ferry**

In the context of full-scale war and socio-economic instability, the resilience of human capital is essential for Ukraine's recovery and development. Businesses, working closely with governmental bodies, civil-society groups and international partners, must continue to play a leading role in creating opportunities for activation, decent work and ongoing professional growth. By building resilient organizations, we strengthen the foundations of a resilient state. The Charter is a joint call to action that:

- **Unites employers** around a shared vision of sustainable recovery
- **Broadens access to employment** for those most affected by the war (veterans, IDPs, people with disabilities, women, youth, returnees from abroad and others)
- **Establishes a new standard for responsible**, human-centred business practices in Ukraine

Employers of all sizes — from large corporations to small and resource-constrained enterprises, as well as government agencies, international organizations and donors, can support the Charter by aligning

their business practices with its principles and practical tools, sharing successful solutions with peers to foster collective learning and building capacity to encourage adoption of the Charter's best practices across Ukraine's entire economy.

The Human Capital Resilience Charter aligns with Ukraine's national security priorities and strategic planning documents, supporting the objectives outlined in:

- [Presidential Decree №392/2020](#), which approved the National Security Strategy of Ukraine, emphasising human development, resilience, and social cohesion as integral components of national security
- [Presidential Decree №479/2021](#) which launched the National Resilience System, recognizing human capital as a critical element of systemic resilience

These strategic documents affirm that building human-centred, resilient institutions is essential to Ukraine's ability to withstand, recover from, and adapt to long-term challenges — including full-scale war, socio-economic shocks and demographic shifts.

The Charter has been developed in line with international standards and values recognized by the European Union and the global community. In particular, it is consistent with:

- ILO Recommendation 205 on Employment and Decent Work for Peace and resilience
- UN Women's Empowerment Principles (WEPIs)
- UN Sustainable Development Goals (SDGs)
- Article 2 of the Treaty on European Union, which defines the EU's core values

Purpose and scope of application

The purpose of Charter

The purpose of the Charter is to establish a framework for practical actions by employers that will strengthen human-capital recovery and foster longer-term resilience in Ukraine. It does so by guiding the development of sustainable, inclusive and human-centred business practices both during the ongoing war and through the eventual post-war recovery.

The Human Capital Resilience Charter (HCR Charter) is:

- **A public commitment** by employers to embrace a people-centred approach and gender equality in business
- **A guide for** companies to **develop sustainable HR practices**
- **A platform for sharing knowledge,** resources and best practices
- **A self-diagnostic** and progress-reporting **tool**
- A **new community of practice** to help shape government policies on human-capital recovery and longer-term resilience in Ukraine

Employer brand standards

Signatories of the Charter agree to:

- Develop and promote their employer brand as a model of business integrity, sustainability and social responsibility
- Share success stories and recovery practices on national platforms to showcase human-capital initiatives
- Enhance transparency and accountability by publicly reporting their Charter commitments, actions taken and measurable outcomes (where feasible)

The Charter is a document that can and should be complemented by practices, case studies and tools for employers.

Partnership with the state

The Ministry of Economy of Ukraine is committed to:

→ Recognise and promote the signatories as human-centered employers

→ Provide an open channel for policy dialogue, data and best practice exchange

→ Provide support in staff development and modernisation of the work environment

Implementation and Monitoring

- Signatories shall develop and publish (through their own communication channels) internal policies aligned with the Charter's principles with initial results within 6 months of signing.
- The Ministry of Economy of Ukraine conducts an annual voluntary audit and publishes a Human Capital Resilience Report, which will include a Resilience Index.

PRINCIPLES OF HUMAN CAPITAL RESILIENCE CHARTER



	Principle 1	Leadership and responsibility
	Principle 2	Accessibility, inclusion and equity
	Principle 3	Flexibility and adaptability
	Principle 4	Continuous skills development
	Principle 5	Partnership and cooperation
	Principle 6	Support for veterans and mobilised employees
	Principle 7	Transparency and ethics
	Principle 8	Innovation
	Principle 9	Holistic approach



Principle 1

Leadership and responsibility

We create a human-centred organizational culture grounded in responsible leadership, trust, respect for the individual and social responsibility. Leadership defines our values, sets the tone from the top and drives the effectiveness of every other principle.

→ Responsible management that foster a culture of respect and trust, and deliver value-based leadership tailored to diverse groups of women and men

→ Leadership at all levels, including external and internal

→ Mutual respect, transparency and ethics in decision-making and communications

→ Recognition and honoring employees' social contribution — celebrating veterans and commemorating those who have fallen

→ Ensuring corporate social responsibility by creating an environment that enables employees to balance



Principle 1

Leadership and responsibility

Recommended actions	Possible indicators (KPIs)*
<p>Conduct a comprehensive assessment of organizational capacity in human-capital resilience using diagnostic or self-assessment tools</p>	<ul style="list-style-type: none"> › Existence of a formal evaluation methodology and completion of an assessment within the last 1–2 years › Designation of a responsible person or unit (e.g., HR, line managers) for implementing Charter principles)
<p>Incorporate Charter principles into the company's strategic documents (e.g. sustainability strategy, HR strategy).</p>	<ul style="list-style-type: none"> › HCR principles are integrated into existing strategies and the company's overall strategy; there are separate sections or references in documents
<p>Develop and approve internal policies that reflect the Charter's principles (well-being, inclusion, health, employee support, etc.).</p>	<ul style="list-style-type: none"> › Variety and scope of approved policies that directly reflect the principles of the Charter, their effectiveness and breadth of coverage
<p>Engage top management in building a culture of trust (open forums, leading by example, participation in support programmes)</p>	<ul style="list-style-type: none"> › Number of management-led advocacy and education activities on Charter principles (e.g., team meetings, public statements, mentoring, etc.) › Level of employee trust in management according to surveys (% of employees who trust, target: increase) › Frequency of management meetings with teams (e.g. quarterly)
<p>To account for the resources used to implement the Charter implementation projects</p>	<ul style="list-style-type: none"> › Identification and accounting of resources (financial and labour) used for Charter-related initiatives
<p>Perform a self-assessment of Charter implementation—documenting best practices, case studies and gaps; conduct an annual staff survey and action plan</p>	<ul style="list-style-type: none"> › Description of existing initiatives and areas for improvement based on the internal assessment › Annual staff survey conducted, followed by a tailored Action Plan and evidence of implemented changes

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Principle 1

Leadership and responsibility

Recommended actions	Possible indicators (KPIs)*
<p>Develop and implement executive training programmes (coaching, mentoring, study visits) focused on responsible leadership, ethics and values-based leadership, and increase the level of responsibility of executives as role models</p>	<ul style="list-style-type: none"> › Programme coverage — % of managers trained (disaggregated by age, gender, combat experience, etc.) › % level of improvement in managers' knowledge and skills based on post-training evaluations
<p>Develop responsible leadership that promotes a culture of respect and trust in the organization's leadership</p> <p>Ensure mutual respect and transparency in decision-making and communication between managers and staff, regularly measure the level of trust and act on the results</p>	<ul style="list-style-type: none"> › Level of trust in management: % of employees who “fully trust” their managers (for example, baseline ~30%, annual growth ≥10%) › Communication transparency: % of employees who rate management communications as open and honest (target: increase) › Staff turnover: with breakdown by different groups, e.g. age/gender/other (target: reduction)
<p>Implement the company's social initiatives for the community and various target groups, with a special focus on war-affected groups**, including men/women, veterans, people aged 65+, etc. (e.g., funding training programmes for youth, veterans or IDPs) and communicate them publicly</p>	<ul style="list-style-type: none"> › Annual investments in social programmes › Reach: number of beneficiaries (with breakdown by different groups, e.g. age/gender/other) › Reputation: eNPS or % of positive public mentions of the company

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** See [Glossary](#).



Principle 2

Accessibility, inclusion and equity

Ensure equal access to employment, professional development and well-being for all employees, regardless of gender, age, ethnicity, health or social status, with particular focus on those affected by the war.

→ Ensuring a barrier-free working environment

→ Use of DEI approaches (diversity, equity, inclusion)

→ Ensure decent and equitable working conditions and equal pay for work of equal value, with a focus on reducing the gender pay gap

→ Supporting diverse groups of women and men in accessing jobs and services, ensuring non-discriminatory employment conditions

→ Ensuring equal access, security, and respect for the individual

→ Addressing discrimination and prejudices, in particular on the grounds of gender, age, health status, etc.



Principle 2

Accessibility, inclusion and equity

Recommended actions	Possible indicators (KPIs)*
<p>Create a barrier-free working environment: by adapting workplaces and infrastructure for employees with disabilities and ensuring information accessibility (inclusive fonts, sign language interpretation, etc.)</p>	<ul style="list-style-type: none"> › % of workstations adapted for specific disability needs (e.g., visual impairment tools, ergonomic equipment) (target: constant increase) › % of infrastructure facilities that have passed an accessibility audit (target: constant increase) › % of internal communications available in accessible formats (e.g., easy-to-read, audio versions, Braille, or large print) (target: constant increase)
<p>Establish a Diversity, Equity & Inclusion (DEI) policy covering recruitment, career development and training access, with special attention to groups such as internally displaced persons, single parents, those aged 65+, people with disabilities and foreign workers</p>	<ul style="list-style-type: none"> › Existence of an approved DEI policy › Workforce diversity: % of employees from each target group; % increase in diversity during the year › Engagement by groups: % of participation in training, projects, recruitment
<p>Adopt inclusive hiring practices that recognize the strategic value of diversity and social responsibility—without relying on rigid quotas</p>	<ul style="list-style-type: none"> › % of vacancies screened via "blind" CV review system (no names, age, gender) to avoid bias (target: constant increase) › Number of partnerships with organizations serving target groups (for internships or hiring) › Number of interviews conducted with representatives of each group › Employee satisfaction score with recruitment practices
<p>Provide robust support programmes for employees facing life-challenges, such as psychological counselling, flexible working hours for parents and additional paid family leave</p>	<ul style="list-style-type: none"> › Support programme uptake: % of employees who used the support services (target: constant increase) › Level of support satisfaction: % of positive feedback
<p>Audit and enhance digital accessibility of internal systems (websites, platforms) on a regular basis to identify and eliminate barriers</p>	<ul style="list-style-type: none"> › % of digital products available meeting WCAG/UA standards › Share of users with disabilities who rate services as convenient
<p>Ensure equal and fair access to training and career advancement by introducing competitive promotion process and mentoring schemes for underrepresented groups</p>	<ul style="list-style-type: none"> › % of vacancies filled via internal competitive process › Proportion of senior roles held by women and/or representatives of each target group (target: increase by a certain %) › Availability of mentoring programmes (yes/no)

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Principle 3

Flexibility and adaptability

We design business processes that adapt to rapidly changing circumstances, meet employees' individual needs, and respond to evolving labour-market dynamics during both wartime and recovery.

→ Flexible work schedules, remote and hybrid forms of work

→ Individual approach and adaptation of new employees

→ Adaptation to digital changes and introduction of new technologies, adaptability of technologies

→ An individual approach to assessing the needs of different employee groups — veterans, elderly employees, younger staff and others

→ Promoting a balanced combination of professional and personal life (work-life balance)



Principle 3

Flexibility and adaptability

Recommended actions	Possible indicators (KPIs)*
<p>Continuously assess candidate and employee needs through regular surveys, pulse checks and other digital solutions, and rapidly implement changes</p>	<ul style="list-style-type: none"> › Frequency of assessment/surveys — with a specified regularity › Survey participation rate: % of employees who regularly provide feedback (target: increase) › Satisfaction index following survey-driven improvements (target: measurable improvement)
<p>Digitalise HR operations by deploying tools for onboarding, time tracking, leave management, competency assessment, etc.</p>	<ul style="list-style-type: none"> › HR processes automation: % of core HR processes fully digitalized (target: increase); › HR Services eNPS* among HR service users (target improvement) › Error rate in HR documentation
<p>Conduct annual gender audits of HR processes (recruitment, selection, development, evaluation, etc.) to identify and eliminate bias and discrimination</p>	<ul style="list-style-type: none"> › Gender audit coverage: % of gender-audit recommendations (presumed target) › Audit recommendations implementation
<p>Tailor onboarding and adaptation processes to the individual needs of new employees from diverse groups</p>	<ul style="list-style-type: none"> › Onboarding path diversity: number of distinct, group-tailored onboarding pathways, proportional to the number of target groups served › Onboarding satisfaction by group of new employees who rate their onboarding experience positively › First-year retention: % retention of new employees at the 12-month mark
<p>Develop individual development plans (IDPs) that align business objectives with each employee's goals and life circumstances of employees (e.g. parenthood, rehabilitation, veteran status)</p>	<ul style="list-style-type: none"> › Share of employees with a current, approved individual development plans (IDPs) (target: increase) › IDP Target Achievement

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Principle 3

Flexibility and adaptability

Recommended actions	Possible indicators (KPIs)*
<p>Enable remote work, flexible scheduling and employee autonomy: provide equipment, cybersecurity policies, and communication tools for remote work</p>	<ul style="list-style-type: none"> › Coverage of remote work: % of employees whose work allows them to work remotely › Satisfaction with conditions: % of employees who rate the ability to work remotely positively › Save on office costs › Support and increase the productivity of remote workers (target: increase)
<p>Promote work-life balance (including through digital tools): flexible scheduling, work-life trackers, webinars on time management and well-being, etc</p>	<ul style="list-style-type: none"> › Overtime: % of employees working overtime (target: reduction) › Health: % reduction in sick leave days › Activity: % of employees who regularly use wellness platforms — work-life balance programmes (target: increase) › % of employees satisfied with their work-life balance (target: increase)
<p>Introduce formal policies on flexible working hours and remote work as an ongoing practice. Adapt work formats for employees, taking into account their health status and family responsibilities (childcare, support for family members with disabilities, etc.)</p>	<ul style="list-style-type: none"> › Share of positions with flexible working hours › % of employees using flexible working hours › Staff retention: turnover rate among employees with flexible working hours (target: below the company average) › Employee satisfaction with existing work formats
<p>Personalise approaches to motivation: offer a "cafeteria" of benefits, individual career development plans based on employee needs</p>	<ul style="list-style-type: none"> › Engagement: eNPS or Engagement Score (target: growth) › Use of benefits: % of employees actively choosing non-standard benefits › Internal transfers: the number of employees moving to new roles under an individual plan
<p>Introduce temporary rotation programmes between teams or roles to develop adaptability</p>	<ul style="list-style-type: none"> › Number of employees who have undergone rotation › Level of satisfaction with multifunctionality

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Principle 4

Continuous skills development

We establish a system of continuous competence development and qualification upgrading that empowers employees to meet the challenges of the labour-market demands and adapt to emerging competency needs.

→ Facilitation and updating of job-related knowledge through career guidance, age-appropriate support and interdisciplinary approach

→ Lifelong learning: courses, trainings, online learning, etc.

→ Retraining to adapt to new challenges

→ Use of innovative teaching methods and digital solutions

→ Inclusive professional training and development opportunities for all categories of employees, with targeted support for the war-affected groups



Principle 4

Continuous skills development

Recommended actions

Fostering a culture of learning: paid mentoring and coaching programs, involvement of teachers, internal experts and corporate trainers. Employment preparation programmes (scholarships, campuses, etc.). Leaders set aside time for learning during working hours and set a good example

Adaptation of the 70-20-10 learning approach (70% on-the-job learning through participation in complex projects, real-world problem solving, innovative challenges and new-role experience, 20% social learning: fostered by mentoring relationships, coaching sessions, peer-to-peer knowledge, consultations with experts, 10% formal learning delivered via structured trainings, courses and certification programmes)

Use of modern learning platforms: for SMEs — publicly available (Coursera, Udemy, etc.), for the SB — own corporate online platforms; ensure equal access and support for employees with low digital skills

Introduce **systematic digital skills training** for all employees (basic IT courses, individual consultations, cross-functional mentoring)

Develop **training programmes based on clear competence profiles:** for each role, we specify the required and desirable skills and then offer tailored courses—including those proposed or initiated by employees themselves

Possible indicators (KPIs)*

- › ESAT and eNPS **satisfaction levels**
- › **Growth of the learning culture development index**, including engagement of leaders: dynamics of budget use and number of rational and innovative proposals
- › **Volume of development activities** (number of workshops, trainings, lectures, conferences, etc., number of hours): dynamics
- › **Percentage** of employees engaged in training and development activities aligned with business needs for skilled workers

- › % of employees who have completed **all three components** of the 70-20-10 model
- › **Average allocation of hours/resources** across 70-20-10 components
- › Training **effectiveness index** based on employee feedback (target: ratings increase)

- › **Share of online training:** % of all training conducted through the online platforms
- › Training **cost savings compared** to traditional in-person methods
- › **Participation in voluntary training:** % of employees who initiate training themselves

- › **Coverage of digital training:** % of employees who have improved their digital literacy
- › **Involvement of IT support:** % of employees receiving individual digital-skills support
- › **Use of digital tools:** % of employees actively using new digital learning tools (target: increase)

- › **Participation in training:** % of employees participating in any training programme (target: increase)
- › **Number of training programmes** available to employees (target: ≥20 per year)
- › **Employee initiative:** % of training activities initiated at the request of employees (target: ≥30%)

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Principle 4

Continuous skills development

Recommended actions	Possible indicators (KPIs)*
<p>Develop remote retraining programmes tailored to the needs of specific groups—veterans, IDPs, employees aged 65+, parents returning from maternity leave, and others—and actively support participants as they transition into new roles</p>	<ul style="list-style-type: none"> › Number of employees retrained (% of planned participants) › Turnover rate among programme participants (of the average) › Internal filling of vacancies: % of open positions filled by programme graduates
<p>Assess staff skills and plan development for the future: annually analyse what skills the business needs, which employees need training or changes in skills, and create individual development plans</p>	<ul style="list-style-type: none"> › Availability of a skills map (yes/no) › % of employees with individual development plans (target: % covered) › Needs coverage: % of critical skills covered by training programmes (target: increase)
<p>Introduce the ROLI model: to formally acknowledge employees' development contributions whether through mentoring, knowledge sharing or leading training sessions. Set expectations for learning contributions in job descriptions</p>	<ul style="list-style-type: none"> › % of employees who have served as mentors or coached for colleagues › Number of peer-to-peer events › Influence on colleagues' development (through 360° or surveys)
<p>Provide support for external training: by offering partial or full reimbursement for outside courses, providing scholarships for further education and granting paid study leave to employees</p>	<ul style="list-style-type: none"> › Number of employees who benefited from training compensation › Expenditures on educational grants (% of the payroll) › Retention rate of employees who have completed the training (target: increase)
<p>Focus on the future needs of the labour market: regularly update content to reflect new technologies, regulatory requirements and “skills of the future” (advanced STEM, green-economy skills, digital innovations etc.)</p>	<ul style="list-style-type: none"> › Programme updates: frequency (e.g. annually) › New skills: number of new skills/topics/courses added each year › Compliance: % of vacancies filled by internally trained employees
<p>Forming a link between training and internal career opportunities: successful participants enter our talent pool, gain access to tailored talent-development tracks and are considered first for cross-functional rotations and promotion pipelines.</p>	<ul style="list-style-type: none"> › Internal mobility index: number of promotions and cross-functional rotations attributable for training
<p>Evaluation of the effectiveness of training programmes as a channel for training and recruitment</p>	<ul style="list-style-type: none"> › Hiring yield from training programmes: the ratio of programme participants who secure new roles within the company

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Principle 5

Partnership and cooperation

We bring together business, government and civil society to collectively address the labour-market, employment and human-capital challenges in times of crisis.

→ Focus on synergies, collective problem-solving through a win-win approach: leveraging social dialogue, employee engagement, experience sharing, cooperation across ecosystems

→ Collaboration with educational institutions and international organizations.

→ Partnership with medical and social institutions

→ Involvement of diverse economic sectors in the implementation of employee support programmes

→ Developing veteran entrepreneurship through business clusters and acceleration programmes



Principle 5

Partnership and cooperation

Recommended actions

Foster synergy and collective problem-solving, create and develop open channels of communication among employees, management and stakeholders (including trade unions)

Cooperate with educational institutions and international organizations to align curricula with market needs, develop joint courses for students and employees, introduce distance learning internships, etc.

Build ecosystems for experience exchange: create platforms for experience exchange through seminars, conferences, etc., that bring together companies, communities at regional and sectoral levels

Support small businesses with expertise of large companies: introduce mentoring and coaching programmes where experienced professionals from large businesses serve as mentors and coaches for small business owners leading regular mentoring sessions and workshops, and provide access to industry experts for advice and support

Involve diverse economic sectors: by participating and/or hosting in industry-specific online forums and platforms that enable companies to share best practices, jointly support employees and collaborate seamlessly through electronic signatures and standardized protocols

Possible indicators (KPIs)*

- › **Number of social dialogue sessions** held annually
- › Number of joint projects launched

- › **Number of co-developed courses** with universities
- › **% of participants** (students and employees) successfully completing programmes
- › **Learning satisfaction**: % of positive feedback (target: increase)

- › Number of **experience-exchange events** held annually
- › **Level of participation in** ecosystem cooperation initiatives
- › **The number of innovative proposals** generated through the cross-sector exchanges

- › **Number of formal mentoring and coaching programmes implemented**
- › Number of **mentoring sessions** held
- › **The level of satisfaction of** the wards according to the survey results
- › Number of **training programmes offered** by the organization and level of attendance (participation)
- › Number of **tools and resources** shared and used as a result of established partnerships

- › **Participants of the interaction**: % of industry companies regularly using the shared digital platform (target: increase)
- › **Joint projects**: number of initiatives successfully implemented through such cooperation
- › **Satisfaction with cooperation**: % of positive feedback from participants (target: increase)

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Principle 5

Partnership and cooperation

Recommended actions

Establish **partnerships with medical and social institutions**: create an integrated platform to coordinate medical and social support for employees, offering both online and in-person consultations as well as rehabilitation programmes.

Support veteran entrepreneurship and promote their development through: partner digital platforms (online clusters for veteran entrepreneurs), mentoring, acceleration programmes, grants and business training, procurement support, etc.

Collaborate with state institutions and international partners in public-private partnerships, such as joint retraining programmes with employment centres, co-funded grant competitions, etc.

Join **global initiatives** to promote sustainable development, equality and justice, such as the Women's Empowerment Principles or the UN Global Compact, and publicly report on progress

Possible indicators (KPIs)*

- › **Services utilisation**: % of employees who accessed medical or social support via the platform
- › **Service satisfaction**: % of positive feedback on online support services (target: increase)
- › **Employee health**: % reduction in sick-leave days (target: reduction)
- › **Participation of veterans**: number of veterans enrolled in training or acceleration programmes
- › **New businesses** of veterans launched with the company's support (number/year)
- › **Contracts**: % of the company purchases from veteran enterprises
- › **Success rate**: % of veteran businesses still operating after one year
- › **Availability and uptake rate of referral** and loyalty programmes for veteran business development
- › **Joint programmes**: number of joint initiatives launched with state or international partners
- › **Coverage**: number of people trained or interned under the PPP
- › **Participation**: signature status of international frameworks (yes/no)
- › **Compliance**: % commitment fulfilment
- › **Reputation**: position in ESG ratings



Principle 6

Support for veterans and mobilised employees

We assist mobilised employees. We provide decent conditions for the reintegration of female and male veterans into professional and social life through comprehensive support programmes.

→ Development of individual retraining and career development plans

→ Support for the psychological and physical health of veterans and their families, and rehabilitation

→ Promoting veteran entrepreneurship through grants, training and mentoring programmes

→ Recognising and respecting military experience and merits, creating a corporate culture that supports veterans

→ Support to the families of mobilised workers, the families of veterans, and to employees whose relatives are currently serving in the military



Principle 6

Support for veterans and mobilised employees

Recommended actions

Assess of employee needs from the moment they are called up through their return from service, then crafting a tailored support plan to guide them every step of the way

Integrate commitments to support veterans into all HR policies across the entire employment lifecycle—starting with recruitment and role assignment, continuing through post-return adaptation, ongoing training and career development, and extending even to voluntary or involuntary separation

Establish of a **comprehensive support programme** for veterans, including psychosocial adaptation. Existence/ development of comprehensive support programmes for veterans, including psychosocial adaptation services (including access to support groups, on-site counselling or psychotherapy, and information on state- and community-run rehabilitation), physical-health interventions, and legal assistance (pension advice, compensation claims, status matters and labour-dispute resolution).

Designate a **dedicated coordinator responsible** for coordinating programmes for mobilised persons and veterans, and empower it to work cross-functionally

Possible indicators (KPIs)*

- › **Assessment coverage:** % of mobilised employees and veterans who have undergone interviews
- › **Availability of a roadmap** for reintegration for each veteran with the possibility of individual adaptation depending on needs and capabilities (yes/no)
- › A **"job bank"** for veterans has been created (yes/no)
- › **Existence of policies:** inclusion of veteran-support sections in key HR documents or creation of new policies (yes/no)
- › **Job retention:** % of mobilised employees who retained their positions upon return
- › **Career development of veterans:** % of veterans receiving promotions or transfers
- › % of veterans with **retraining plans** (individual and group). Target: % increase of veterans who expressed a desire to be retrained
- › Number of veterans who **took advantage** of medical/psychological support
- › Number of **group support meetings held**
- › Support **satisfaction index** (target: increase)
- › **Number of appeals** to legal advisers
- › **% satisfaction** with the quality of consultations
- › **Responsible person/department:** appointed (yes/no)
- › **Effectiveness:** regular progress reports by the responsible coordinator (e.g. quarterly progress reports)
- › **Management involvement:** involvement of top managers in the area supervision (yes/no)

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Principle 6

Support for veterans and mobilised employees

Recommended actions	Possible indicators (KPIs)*
<p>Ensure that veterans/mobilised persons are proactively informed about all available support programmes and benefits, including for their families</p>	<ul style="list-style-type: none"> › Awareness: % of veterans who report familiarity with the programmes (target: increase) › Utilisation: % of veterans or their family members who use at least one support service (target: increase)
<p>Monitoring of the effectiveness of veteran support initiatives and gathering anonymous feedbacks through surveys and focus groups, then refine our programmes based on those insights.</p>	<ul style="list-style-type: none"> › Survey coverage: % of veterans who participated (target: increase) › Support satisfaction: % of positive ratings from veterans and their supervisors (target: increase) › Number of improvements made based on feedback
<p>To honour the contribution of defenders through the introduction of recognition rituals, commemorative events and visible symbols that highlight both women's and men's military contributions.</p>	<ul style="list-style-type: none"> › Number of existing commemorative events (e.g. Veterans Day, minute of silence, plaques, etc.) › Engagement: % of employees participating in remembrance initiatives › Image: survey index of respect for veterans within the company (target: high)
<p>Support for families of mobilised employees and veterans: development or dissemination of programmes/tools, access to counselling and support services, availability of support programmes</p>	<ul style="list-style-type: none"> › Existence of support programmes for families of mobilised employees, families of veterans killed or missing, and families of active-duty staff (yes/no) › Level of satisfaction of families with support services (target: increase)
<p>Develop partnerships with state bodies and civil-society organizations to support veterans (employment, retraining, psychological assistance, etc.)</p>	<ul style="list-style-type: none"> › Joint reintegration projects (units/year) › Veteran reach: number of veterans placed into employment or training through external partnerships › Quality of life: an indicator of successful social and occupational reintegration (survey)
<p>Raise public awareness and promote societal understanding of veterans' needs and contributions through trainings, educational campaigns and community events</p>	<ul style="list-style-type: none"> › Number of public information campaigns conducted annually (target: increase) › Level of public awareness: survey-based measure of societal understanding of veterans' challenges and entitlements › Partnerships with media, NGOs, educational institutions for outreach initiatives

* Hereinafter, in the KPI section, "employees/staff" indications refers to data disaggregated by relevant groups — such as gender (women/men), combat experience (with/without), age cohort, health status, disabilities, internally displaced persons, foreign workforce etc.



Principle 7

Transparency and ethics

We build a culture of trust through transparent governance and compliance with data protection standards.

→ Transparency in remuneration and social benefits

→ Compliance with labour laws and ethical principles

→ Protection of personal data in accordance with the GDPR

→ Open dialogue between employer and employee in decision-making

→ Public reporting and anti-corruption activities



Principle 7

Transparency and ethics

Recommended actions	Possible indicators (KPIs)*
<p>Ensure transparency in remuneration and social benefits: by honouring all statutory guarantees, publishing the breakdown of compensation packages, clarifying bonus-award criteria and making information on benefits readily accessible to every employee. Compensation structures are reviewed and updated on a regular basis to maintain fairness and market alignment.</p>	<ul style="list-style-type: none"> › Documentation of payments: 100% of payments are recorded in payroll systems › Awareness: % of employees who report understanding the reward system (target: % increase by survey) › Complaints: number of substantiated grievances related to non-transparent payments › The remuneration structure is reviewed at a certain frequency (the target is once a year)
<p>Uphold the highest standards of data protection and employee privacy: by operating a robust personal-data management system—grounded in a comprehensive GDPR policy and reinforced by periodic security audits.</p>	<ul style="list-style-type: none"> › GDPR compliance: % of policies compliant › Number of relevant employees trained in GDPR (target: 100% of employees handling personal data) › Number of data breaches (target: reduction) › Time to detect and remediate the incidents (target: within fixed number of hours) › Frequency of formal data security audits (target: every two years)
<p>Foster employee involvement in decision-making and respect for their rights: by supporting trade unions and employee councils formed on their behalf. These bodies engage in social dialogue, propose improvements and are consulted on significant organizational changes.</p>	<ul style="list-style-type: none"> › Existence of an initiative/community for employee representation (yes/no) › Number of meetings between management and employee representatives (number/year) › Share of employee-submitted proposals implemented by management
<p>Maintain a strict policy of ethical conduct and zero tolerance for misconduct. A formal code of ethics defines expected behaviours, and clear procedures address harassment or discrimination complaints. Employees receive dedicated training on ethical standards, and anonymous reporting channels plus regular compliance audits ensure the policy is effectively enforced.</p>	<ul style="list-style-type: none"> › Availability of a formal code of ethics › % of employees trained (level of awareness) › Availability of an IT solution for anonymous reporting of violations › % of complaints resolved within the established timeframe

* Hereinafter, in the KPI section, “employees/staff” indications refers to data disaggregated by relevant groups — such as gender (women/men), combat experience (with/without), age cohort, health status, disabilities, internally displaced persons, foreign workforce etc.



Principle 7

Transparency and ethics

Recommended actions

Foster an ethical culture through regular training and engagement: regular training and awareness-raising events on anti-corruption practices, conflict-of-interest prevention, and prohibition of bullying and other forms of discrimination, including of gender-based harassment

Maintain a dedicated ethics hotline to provide employees with confidential advice and reporting channels for potential violations

Publish **annual non-financial reports**, aligned with international standards such as GRI and SASB, **on the company's social and environmental performance** (including progress on sustainability and equality goals).

Transparency of company's strategic decisions and results (financial and non-financial) — hold general meetings and other meeting formats for all levels*

Possible indicators (KPIs)

- › **Training coverage:** % of employees trained in ethical conduct
- › **Number of calls** to the ethics hotline (as an indicator of trust, target: ≥X calls with zero violations)
- › **Evaluation of corporate ethics culture** based on surveys
- › **Availability of an annual report** (yes/no)
- › **Metrics coverage:** % of key ESG indicators transparently disclosed in the report
- › **Transparency rating:** company's ranking or score in independent transparency (target: improvement)
- › **Frequency of communications:** number of general meetings/briefings per year
- › **Coverage:** % of employees who report understanding company's goals (target: increase)
- › **Transparency of communications:** % of employees satisfied with communication transparency

* While certain strategic industries (e.g., defense and mil-tech) may require limited exceptions to full transparency, these constraints should never impede the adoption of human-centred policies and practices..



Principle 8

Innovation

We use the latest technologies to improve work efficiency and create an inclusive digital environment.

→ Transformation, competitiveness and lasting change: technological transformation, digitalisation, data-driven decisions, innovation culture, continuous improvement, environmental responsibility, improvement culture, experimentation, continuous improvement

→ Innovative approaches to collecting and analysing large amounts of data, using artificial intelligence (AI)

→ Creating digital platforms for training and human capital management

→ Flexibility and scalability of digital solutions



Principle 8

Innovation

Recommended actions

Responsibly integrate artificial intelligence (AI) technologies into business processes — where safe, reliable, and appropriate — with a focus on enhancing labour productivity and job quality. Identify priority areas for AI-supported automation (HR, finance, marketing, etc.); develop an AI policy in line with [international standards](#) and provide staff training to ensure the safe and effective use of AI tools

Leverage **digital platforms for learning and development** —using services like LinkedIn Learning or Coursera for SMEs and maintaining our own knowledge portal at scale—while ensuring equal access for all employees, regardless of internet connectivity or current skill level

Automate and digitise workflows to maximise labour productivity and improve job quality within the organization: implementing ERP/CRM systems to streamline operations; developing bespoke IT solutions for larger enterprises, and adopting off-the-shelf products for smaller businesses. Wherever possible, we also utilize digital services provided by the state to further enhance efficiency

Maintain a robust cybersecurity framework: develop a security policy, conduct regular cyber-hygiene training, monitor for incidents and update security tools

Possible indicators (KPIs)*

- › **AI automation:** % of targeted business processes where AI tools are implemented
- › **AI training:** % of employees trained in AI usage
- › **Effect:** assessment of ROI from AI projects
- › **Monitoring and accreditation** of artificial intelligence tools used in the organization **was carried out** — increase in the percentage of accredited tools used

- › **Online learning:** % of training hours delivered via digital platforms
- › **Competence growth:** % increase in post-training assessment scores (target: increasing % of testing)
- › **Reduce training costs** (target: % budget reduction)
- › **Voluntary participation:** % of employees in optional courses (target: growth)

- › **Level of automation:** % of key business processes covered by IT systems (target: % of processes covered (those requiring automation) is increasing)
- › **User satisfaction** with the new systems (target: % of positive feedback increases after the first year of use)
- › **ROI of automation:** benefit-to-cost ratio (target: increase)

- › **Existence of a cyber security policy** (yes/no)
- › **% of employees** trained in cyber-security best practices
- › **Incidents:** number of security incidents and or data breaches (target: zero serious incidents, reduction in minor events).
- › **Response time** (target: within fixed number of hours)

* Hereinafter, in the KPI section, “employees/staff” indications refers to data disaggregated by relevant groups — such as gender (women/men), combat experience (with/without), age cohort, health status, disabilities, internally displaced persons, foreign workforce etc.



Principle 8 Innovation

Recommended actions	Possible indicators (KPIs)*
<p>Develop digital collaboration in associations/communities: by promoting integrated communication platforms, hosting virtual meetings and events for members, and encouraging the adoption of tailored digital tools for all association activities.</p>	<ul style="list-style-type: none"> › Number of digital collaboration sessions or platform interactions per year. › Participation rate in virtual events (target: % increase in participation) › Satisfaction with cooperation: % of participants rating digital collaboration positively (target: increase)
<p>Cultivate an internal culture of innovation: through initiatives like “Idea Box” programs and recurring hackathons, empowering every employee to propose improvements. By applying lean principles to these ideas, we drive rapid experimentation and continuous process optimization</p>	<ul style="list-style-type: none"> › Ideas from employees: number of proposals submitted per 100 employees › Ideas implemented: % of proposed initiatives implemented by the company › Innovative projects: number of new R&D or pilot projects per year.
<p>Develop a comprehensive digital-transformation strategy—digitizing core operations, expanding into e-commerce channels and leveraging automation—to boost productivity, spur innovation and future-proof the organization.</p>	<ul style="list-style-type: none"> › Digital maturity: survey-based digital-readiness assessment (target: advance one maturity level annually) › Productivity gain: % increase in operational productivity following IT solution deployments › New products/services introduces through digital technologies per year



Principle 9

Holistic approach

We take a holistic, systematic approach to our employees’ physical, mental, and social well-being—ensuring decent working conditions, safety, work–life balance, and health support, even in times of stress and uncertainty.

→ A systematic and holistic approach to employee well-being, including physical, mental, emotional and professional health, safety, social guarantees, fair compensation, and robust family support

→ Disease prevention, health insurance and regular check-ups

→ Programmes for mental health, work-life balance, burnout prevention, and crisis support

→ Support for older workers and employees facing difficult circumstances

→ Safe and healthy working conditions



Principle 9

Holistic approach

Recommended actions

Support employees' health: providing access to medical services through health insurance and/or partnerships with medical institutions and family doctors; developing wellness programmes focused on physical and mental health; providing fitness programmes (corporate gym or subscriptions), healthy eating (access to healthy food), preventive medical examinations and vaccinations

Support mental health: introduce an EAP (employee assistance programme) — psychological consultations, a helpline; stress-management training, burnout-prevention measures

Support employees' families: implement measures that support the well-being of employees' family members, especially in crises or heightened caregiving demands. This may include: health insurance coverage for family members (fully or partially funded); events and engagement activities for families (e.g. family days, children's parties, school readiness events); targeted financial assistance in critical life circumstances (e.g. critical illness, loss of income, relocation); childcare support programmes, including: in-house or near-site childcare facilities; childcare vouchers or subsidies for external providers; flexible scheduling to accommodate childcare needs; care-sharing initiatives (e.g. cooperative childcare rotations among employees or partnerships with local care providers); educational and development initiatives for employees' children (e.g. scholarships, tutoring support etc.)

Possible indicators (KPIs)*

- › **Participation:** % of employees enrolled in health programmes (target: increase)
 - › **Health:** % reduction in sick-leave days
 - › **Health ROI:** cost savings from reduced morbidity (UAH, target: positive trend)
-
- › **EAP utilisation:** % of employees who used the support (target: increase)
 - › **Stress level:** % of employees with high stress in surveys results (target: annual decrease)
 - › **Burnout:** burnout index (target: reduction in % of employees at risk)
-
- › **Medical coverage:** % of employee families covered by health insurance (partial or full) or supported via medical clinics partnerships (or family doctors)
 - › **Participation of families in activities:** number of participants in activities for families
 - › **Financial assistance:** total UAH amount granted to employees' families in critical circumstances per year
 - › **Childcare support:**
 - % of eligible employees using childcare support measures
 - Number of care-sharing or voucher schemes implemented
 - Availability and utilization rate of in-house or near-site childcare facilities

* Hereinafter, in the KPI section, "employees/staff" indications refers to data disaggregated by relevant groups — such as gender (women/men), combat experience (with/without), age cohort, health status, disabilities, internally displaced persons, foreign workforce etc.



Principle 9

Holistic approach

Recommended actions	Possible indicators (KPIs)*
<p>Ensure safe and healthy working conditions: by fully complying with occupational-safety standards, equipping on-site shelters during times of war and conducting regular staff training on safety protocols—evacuation drills, emergency response exercises, and periodic health & safety audits</p>	<ul style="list-style-type: none"> › Injuries: number of accidents at work (target: 0) › Readiness: % of employees trained in HSE (target: 100%) › Audits of the OP: audit result (high level of compliance)
<p>Facilitate access to rehabilitation services—both medical and psychological—by partnering with state and community providers and by proactively informing employees about available resources</p>	<ul style="list-style-type: none"> › Level of awareness: % of employees—especially veterans—aware of state- and community-offered rehabilitation services (target: increase)
<p>Promote work-life balance: through flexible schedules, opportunities for rest, additional recovery leave and targeted support for parents (on-site childcare, childcare vouchers or alternative care arrangements)</p>	<ul style="list-style-type: none"> › Work-life balance culture: assessment of work-life balance in the survey › Overtime rate: % of employees working beyond standard hours (target: reduction) › Leave utilisation: average % of annual leave taken (target: % increase) › Employee satisfaction with work-life balance (target: positive rate)
<p>Accommodate age-related changes in working capacity—such as menopause, pre-retirement needs and carers' responsibilities—by offering retirement-preparation programmes, flexible hours for caregivers and lighter duties or extra breaks for employees aged 65 and over</p>	<ul style="list-style-type: none"> › Employment of 65+: % of employees aged 65+ still active in their role (target: no decrease)
<p>Implement corporate well-being programmes that address physical, mental, social and financial health, integrating holistic initiatives that span fitness, nutrition, stress management and financial literacy</p>	<ul style="list-style-type: none"> › Participation in well-being programmes: % of employees engaged in programmes (target: increase) › Retention: turnover rate comparison between well-being participants and non-participants (target: lower for participants) › Absenteeism: reduction of absenteeism/sick-leave days among participants
<p>Implement the WHO-ILO guidelines on workplace mental health by training managers to recognize and prevent stress, fostering a stigma-free culture of openness and ensuring that everyone feels supported.</p>	<ul style="list-style-type: none"> › Training of managers: % of line managers trained in mental health support (target: increase) › Asking for help: % of employees indicating they would report a problem (target: increase) › Psychosocial risks: survey-based measure of workplace psychosocial hazards(target: reduction)

Actions and indicators

Actions in this Charter are indicative steps that companies may adopt to bring its principles to life. They outline approaches, processes or initiatives designed to create a sustainable environment for employees. These actions are not mandatory for Charter signatories, but serve as a **structure and an example for solutions that employers can apply in common**, adapted in any case to their particular operating environment.

Indicators (or KPIs) are measurable signs of progress against these actions, helping to gauge how effectively they're being implemented. They may be either **qualitative or quantitative**.

- They are **recommended, but not mandatory**, to be assigned and interpreted by each Charter signatory in line with their particular operating environment and needs
- The list of indicators **is indicative and not exhaustive**

You can integrate these actions and KPIs into **your own action plan**, adapting them to your company's size, structure, resources and priorities.

Benefits of joining the Charter

That the company receives:

1. **Competitive advantage:** Endorsing the Charter sets your company apart in the labour market, making it more appealing to top talent and strengthening your competitiveness—even against foreign firms. This allows you to attract the best talent and retain them.
2. **Attracting and retaining talent:** By fostering a supportive work environment, you boost employee satisfaction and retention, reduce turnover costs and maintain a stable, high-performing workforce. This contributes to increased productivity and efficiency.
3. **Innovation and market sensitivity:** Embedding continuous learning and cutting-edge technologies keeps your organization flexible and responsive to market shifts, ensuring sustained competitiveness in a fast-changing landscape. This ensures competitiveness and adaptability in a dynamic business environment.
4. **Increased employee productivity:** Prioritizing employee well-being drives engagement, lowers absenteeism and lifts overall efficiency—directly impacting your bottom line. This has a direct impact on the company's financial performance.
5. **Risk management and compliance:** Adhering to international standards, ethical practices and robust risk controls builds stakeholder trust and positions your company as a partner of choice for global investors.
6. **It provides access to a library of best HR practices.** Since the project launch, the basic version of the HCR Toolkit has been available. In the future, the tools, templates, examples and training materials will be regularly updated and supplemented based on the experience of the signatories and international partners.

Benefits for management and HR teams:

- An opportunity to rethink HR management and build sustainable, adaptive HR systems.
- An opportunity to support employees with real actions based on the best national and international experience.
- A part of a strategy for survival and growth in the face of prolonged instability.
- V valuable partnerships with the state, donors, and business associations.
- Access to practical tools and support resources for internal transformation.

ORGANIZATION'S PATH IN IMPLEMENTING THE HUMAN CAPITAL RESILIENCE CHARTER

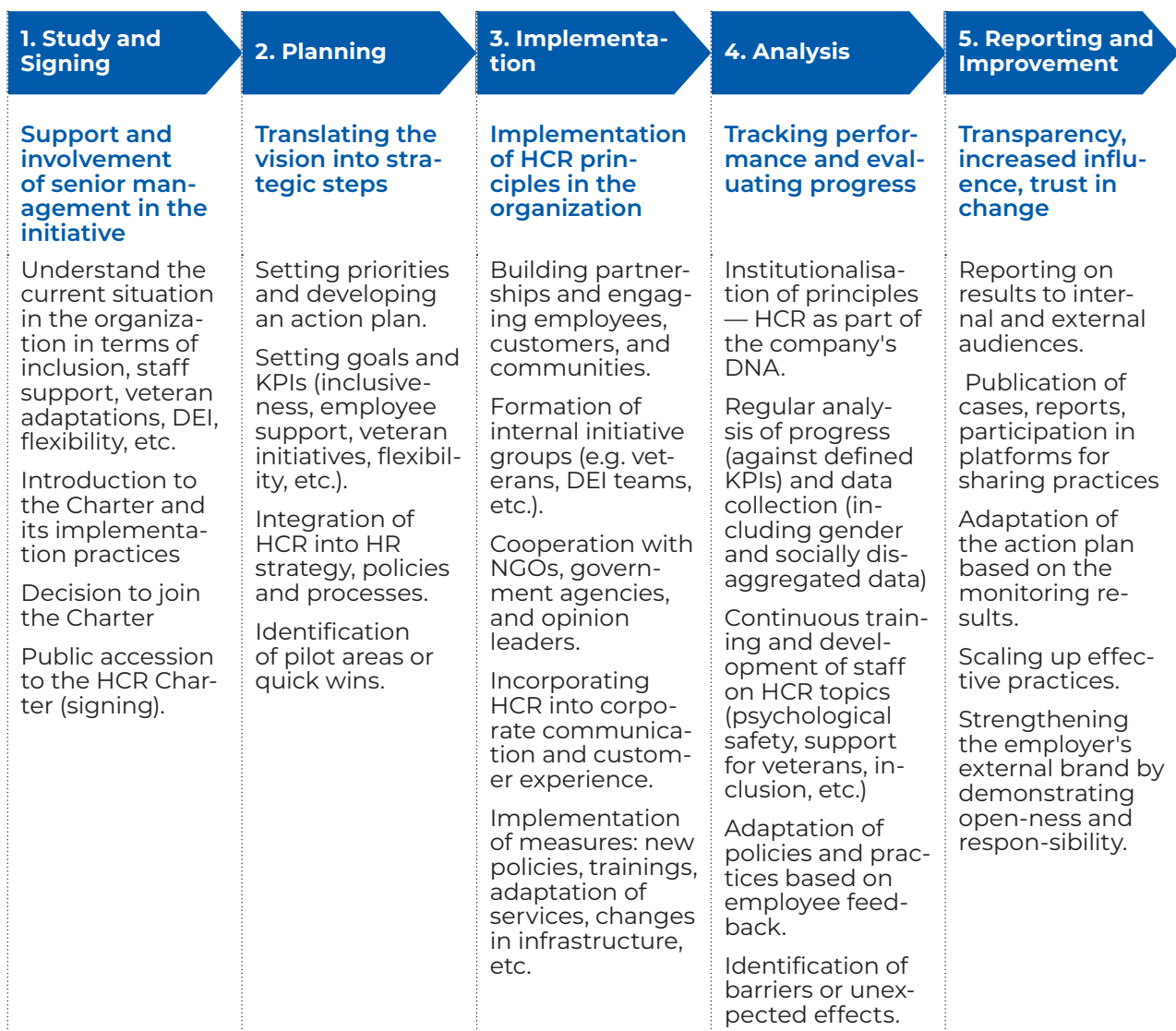


Photo: IraGirichBO / depositphotos.com

Organization's Path in the implementation of Charter

The Human Capital Resilience Charter provides a flexible and supportive roadmap for organizations seeking to join the initiative and implement its principles. The HCR Journey consists of five notional stages to accommodate different levels of maturity, resources and readiness of employers. Each company can move through these stages at its own pace.

The **HCR Journey** is a continuous transformation process—tailored to each organization's maturity, resources and readiness—structured into five progressive stages. At every step, companies reinforce **sustainable change and embed a cycle of continuous improvement**:



The HCR Journey isn't a straight path but a continuous cycle: after each phase of analysis and improvement, an organization can revisit and refine its principles.

Step 1

Read and sign

In this introductory phase, the organization familiarizes itself with the Charter—its values, principles and implementation practices—and conducts an initial evaluation of its current HR approaches, including inclusion, flexibility, veteran support, DEI and related areas.

Typical actions:

→ Read the Charter and participate in information sessions

→ Determine motivation to participate and analyse readiness

→ Management support for the initiative

→ Public accession to the Charter by signing a Declaration

Signing a Declaration

An organization that embraces the Charter's values can formally join the initiative by signing a **Declaration of Accession**. This voluntary, non-financial document outlines the organization's commitments to:

- Adhere to the principles of the Charter
- Promote the implementation of practices appropriate to their context
- Perform self-assessment and track progress
- Participate in thematic events or report on progress (optional)

Commitments of the signatories

Accession to the Charter is voluntary, yet it entails clear commitments that underpin our shared responsibility for the development of sustainable and human-centred business practices in Ukraine.

The signatories of the Charter undertake to:

- **Publicly endorse the Charter's principles**, including a mention on the company's website (if possible) and consent to be published in the register of signatories on the Ministry of Economy's of Ukraine official website for the initiative.
- **Adopt practices** that are appropriate to the chosen level of readiness and capabilities of the organization (taking into account the specifics of its operating context, size and economic activity).
- **Engage actively with the Charter community whenever possible:**
 - share experiences and cases;
 - join the exchange of practices, training sessions and consultations;
 - provide feedback on the Charter's instruments.
- **Consider voluntary progress reporting** as a means to build trust, foster accountability and accelerate mutual learning.

What is not required:

- › No instant reporting or auditing
- › No penalty for non-compliance with the clauses
- › No bureaucracy

What is expected:

- › Willingness to gradually **improve practices** in line with the Charter principles
- › Willingness to **share experiences** (successful and not so successful)
- › Participation in **thematic working groups, pilots and exercises**
- › Openness to **self-assessment and continuous improvement**

Step 2

Planning

After the merger, the company moves on to internal planning: prioritising principles, adapting them to strategic goals, identifying targeted actions, and formulating KPIs.

Typical actions:

→ Implementation of the Charter principles in strategic areas of work

→ Establishment of specific priorities tailored to your company's context

→ Embed the Charter principles throughout your HR strategy, policies, and instructions

→ Planning of pilot initiatives or "quick wins"

Self-assessment and prioritisation

After joining, the organization can:

→ Conduct a self-assessment

→ Identify the most relevant principles and corresponding actions

→ Tailor approaches to the scale of their business (SMEs/large businesses)

→ Engage the HR, management or other key people in the process

Step 3

Implementation

Implementation of the chosen actions by updating policies, practices and workflows, engaging internal and external stakeholders, and launching employee support programmes.

Typical actions:

- Formation of internal initiative groups (veterans, DEI teams, HR) and/or persons responsible for implementing initiatives
- Cooperation with public and government organizations
- Launching or adapting services, communications, training, and infrastructure changes
- Incorporating the Charter into the customer experience and employer brand

It will be useful at this stage:

- Make changes to internal policies and procedures
- Use the templates and tips in the HCR Toolkit
- Develop your own employee support programmes
- Engage staff and managers into training

Step 4

Analysis

At this stage, the organization evaluates the effectiveness of implemented actions by gathering qualitative and quantitative data, analysing results internally, soliciting employee feedback, and identifying any barriers or unintended effects.

Typical actions:

→ Implementation of self-assessment tools and regular monitoring

→ Collecting feedback and analysing changes

→ Embedding the Charter's principles in the company's culture and DNA

→ Adaptation of action plans based on the results of the analysis

Step 5

Reporting and improvement

The last stage involves public or internal reporting, participation in the signatory community, sharing of experience and scaling up successful practices.

Typical actions:

→ Reporting on the results of the principles implementation at the request of the Ministry of Economy of Ukraine

→ Publication of case studies, participation in experience exchange platforms

→ Scaling solutions across an organization or industry

→ Enhance employer brand by fostering transparency through openness and responsibility

The organization's participation in joint growth is welcome:

→ Submitting successful cases to the Charter platform

→ Participation in working groups, exchanges and events

→ Submission of an annual report

→ Joint development of new tools within the HCR Toolkit

The Charter evolves alongside its signatories. We encourage gradual, realistic progress — because even a small step can profoundly strengthen Ukraine's human capital.

The Charter and the sustainable development goals (SDGs)

The **Human Capital Resilience Charter** contributes to each of the 17 UN **Sustainable Development Goals (SDGs)**, as human capital is a key resource for recovery, growth and resilience. By signing the Charter, organizations will contribute, in particular, to the achievement of the underlined 6 Goals:

Sustainable development goals	Human capital resilience charter
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensuring a healthy lifestyle and promoting well-being for all at all ages.</p> <p>Principles of well-being, mental health, safe working environment.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Ensuring inclusive and equitable quality education for all and promoting lifelong learning.</p> <p>Skills development, continuous learning, retraining programmes.</p>
 <p>5 GENDER EQUALITY</p>	<p>Ensure gender equality and empowerment of all women and girls.</p> <p>Inclusive policies, anti-discrimination (including on the basis of gender), equal access to resources.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p>Support for employees in crisis, adaptive work formats, inclusion of veterans.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Reducing inequality within and between countries.</p> <p>Focus on supporting different groups of women and men, reducing barriers to access to labour.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthening the means of implementation and enhancing the global partnership for sustainable development.</p> <p>Building partnerships between business, government, donors, NGOs.</p>

The **Human Capital Resilience Charter (HCR Charter)** enables **Ukrainian businesses to make the Sustainable Development Goals a reality — through daily HR practices, policies, supportive culture and management decisions.**

APPENDICES



Photo: shock / depositphotos.com

How to join the charter

How to become a signatory to the HCR Charter?

Joining the Charter is a **public commitment** to embed human-capital-resilience principles in your organization. We do not expect every practice to be already in place today — instead, you are declaring your **readiness to progress in this direction** and collaborate on developing of tools and solutions.

Steps to get involved:

1. Read the charter and principles.

Review all 9 principles to see how they can be tailored to your organization.

2. Hold an internal discussion.

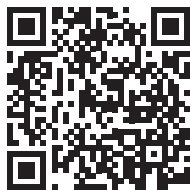
Initiate a discussion within the HR team, among management, or among interested employees. You can start with one area, gradually expanding the commitment.

3. Sign the [Declaration of Accession](#).

It can be signed only by the first person — the head of the company/organization (head of the representative office in Ukraine).

4. Submit the signed document via the online form:

[In Ukrainian](#)



[In English](#)



5. Receive confirmation and information package

After verification, we will send to you:

- Electronic confirmation of the signatory.
- Link to the first version of the HCR Toolkit.
- Information on next steps and events.

Declaration of Accession

ДЕКЛАРАЦІЯ ПРО ПРИЄДНАННЯ до Хартії стійкості людського капіталу

Ми, що нижче підписалися, організації-роботодавці, визнаємо важливість впровадження людиноцентричного підходу в управлінні людським капіталом. Ми прагнемо підтримувати економічне відновлення України, забезпечуючи гідність, справедливість, рівні можливості, інклюзію, прозорість, відповідальність та громадську довіру. Нашою метою є покращення добробуту працівників, клієнтів та ширшої спільноти, сприяючи сталому та етичному зростанню бізнесу, а отже, і держави в цілому.

Ми підтверджуємо свою готовність приєднатися до **Хартії стійкості людського капіталу**, ініційованої **Міністерством економіки України** за підтримки **Європейського банку реконструкції та розвитку (ЄБРР)** та **Академії Фольке Бернадотте (FBA)**.

Визнаючи стратегічну важливість людського капіталу для відновлення та сталого розвитку України, ми підтверджуємо:

- наше прагнення бути активною частиною спільноти, яка об'єднується довкола цінностей європейської демократії та цінностей держави Україна, відповідального лідерства, рівних можливостей, гнучкості, інноваційності, партнерства та цілісного підходу до добробуту працівників;
- нашу підтримку принципів, викладених у Хартії;
- готовність впроваджувати відповідні дії в нашій організації, враховуючи її стратегію, масштаб та етап розвитку.

Ми переконані, що ця ініціатива сприятиме створенню кращих умов праці, поверненню українців з-за кордону, інтеграції ветеранів, підтримці вразливих категорій працівників і підвищенню довіри до роботодавців.

Ми підтверджуємо, що надаємо згоду на:

- обробку наданих персональних і корпоративних даних відповідно до чинного законодавства та політики конфіденційності;
- оприлюднення інформації про нашу участь на платформі Хартії.

Примітка: Наша організація не перебуває у санкційних списках відповідно до Національного реєстру санкцій України та/або міжнародних санкційних списків.

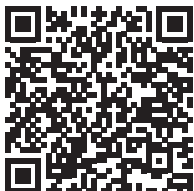
З повагою,

_____ (ПІБ)
_____ (посада)
_____ (назва організації)

Дата: ___ / ___ / _____

Підпис _____

Печатка (за наявності)



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Declaration of Accession

DECLARATION OF ACCESSION to the Human Capital Resilience Charter

We, the undersigned employer-organizations, recognize the importance of implementing a human-centered approach to human capital management. We are committed to supporting Ukraine's economic recovery by ensuring dignity, fairness, equal opportunities, inclusion, transparency, accountability and public trust. Our goal is to improve the well-being of employees, customers and the wider community, contributing to the sustainable and ethical growth of business and, subsequently, the country as a whole.

We confirm our readiness to join the **Human Capital Resilience Charter** initiated by the **Ministry of Economy of Ukraine** with the support of the **European Bank for Reconstruction and Development (EBRD)** and the **Folke Bernadotte Academy (FBA)**.

Recognizing the strategic importance of human capital for Ukraine's recovery and sustainable development, we reaffirm

- our commitment to be an active part of the community that unites around the values of European democracy and the values of the state of Ukraine, responsible leadership, equal opportunities, flexibility, innovation, partnership and a holistic approach to employee well-being;
- our support for the principles out in the Charter;
- our willingness to implement appropriate actions in our organization, taking into account its strategy, scale and stage of development;

We believe this initiative will contribute to better working conditions, the return of Ukrainians from abroad, the integration of veterans, support for vulnerable employee groups, and enhanced trust in employers.

We confirm our consent to:

- the processing of provided personal and corporate data in accordance with applicable legislation and confidentiality policies;
- the publication of information about our participation on the Charter's platform.

Note: Our organization is not listed in the sanctions registers of Ukraine's National Sanctions List and/or international sanctions lists.

Sincerely,

_____ (Name and Surname)
_____ (Role)
_____ (Organization)

Date: ___ / ___ / _____

Signature: _____

Seal (if any)



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Glossary of terms

Absenteeism is the absence of an employee from the workplace (often out of habit) when his or her presence is expected, except during periods of leave or strikes. ([ILO](#)) It is also called "unplanned leave". It includes sick leave but excludes seniority or tenure-based leave.

Acceleration programme (or corporate accelerator) — a development initiative —often for high-tech start-ups— that helps them develop their products and services, mainly in the early stages, by providing mentoring, networking, management services, knowledge and expertise, services, access to stakeholder resources and office space. ([AIS](#)).

Accessibility ensuring that all population groups have equal, barrier-free access to the physical environment, transport, information and communication, information and communication technologies and systems, as well as to other facilities and services in urban and rural environments. ([CMU Resolution 294-2025](#))

AI technologies (Artificial Intelligence systems) are machine-based systems that, guided by explicit or implicit objectives, determine how to generate outputs such as predictions, content, recommendations or decisions that can affect the physical or virtual environment based on the input received. Different AI systems differ in their levels of autonomy and ability to adapt after implementation. ([ELI](#))

ATS (Applicant tracking system) is a human resources (HR) software that helps organizations digitally manage their recruitment and hiring processes. It serves as a central database of jobs and candidates, where recruitment requests, job advertisements and CVs are stored, and where candidates are screened and selected ([SAP](#)).

Barrier-free access is a general approach to the formation and implementation of state policy to ensure unimpeded access of all groups of the population to various spheres of life. ([CMU Resolution 294-2025-p](#))

Benefit cafeteria is a written employee-benefits plan allowing participants to choose among two or more pre-tax qualified benefits (which are not taxable, such as health insurance or child support) or cash compensation (which is taxable). ([U.S. Code § 125](#))

Benefits are tangible payments or services provided to a broad group of employees to cover issues such as pensions, medical care, sickness/disability, life insurance, internal and external training, paid leave, in addition to those required by law. Professional training and development received by employees are also considered benefits.

Burnout is a syndrome resulting from chronic unmanaged workplace stress characterised by three aspects: a feeling of energy depletion or exhaustion; increased emotional distance from work or feelings of negativity or cynicism about one's work; and decreased professional effectiveness. ([WHO](#))

Coaching is the art of facilitating the person's performance, learning and development, where the coach acts as a subject-matter expert who provides advice in a very specific area of activity. (Oxford University [School of Coaching and Mentoring](#))

Code of ethics (code of conduct) is a set of behavioural principles that guide decision-making and conduct within an organization. A written code of conduct can help an organization promote ethical behaviour by: declaring the organization's commitment to certain values; setting out expected behaviour for all employees; and providing guidance to all employees when faced with ethical dilemmas. An effective code is a tool that employees can use to analyse their own behaviour and make good ethical decisions. (SHRM)

Combatant — participant in hostilities.

Compensation — includes all other financial benefits (excluding non-salary benefits), including salary and fringe benefits.

Corporate social responsibility responsibility is the voluntary commitment of a company for its impact on society and the environment through ethical practices, sustainable development, good governance and contribution to community development. (ISO 26000)

Cybersecurity is the protection of individuals, society and the state in cyberspace, ensuring the sustainable development of the information society and digital communication environment through timely detection, prevention and neutralisation of real and potential threats to the national security of Ukraine in cyberspace. ([Law of Ukraine No. 2163-VIII](#))

Digital accessibility is the ability for as many people as possible, including those with disabilities, to use digital services. It usually includes accessibility of websites, mobile applications and other information and communication technologies. ([UNDP](#))

Digital inclusion is equal access to information, communication, public and other online services for all social groups, including people with disabilities, the elderly, etc.

Digitalisation is the process of introducing digital technologies into all spheres of public life. ([Law of Ukraine 2807-IX](#))

Employee assistance programme (EAP) is a form of healthcare support that is common around the world. EAP services are designed to identify and address employees' personal or work-related issues, which in some cases may affect their health or performance in the work environment. Depending on the specific EAP, employees may receive assistance with issues related to: education and tuition, finances, legal advice, retirement planning, identity protection, medical and travel advice, child and elder health, psychological support and referrals to appropriate professionals.

Flexible working hours (flexible schedule) is a form of work arrangement that allows for the establishment of a different working mode than that specified in the internal labour regulations, provided that the established daily, weekly or other norms of working time set for a certain accounting period (week, month, quarter, year, etc.) are observed. (Labour Code, [Article 60](#))

Focus group is a qualitative research method that involves an organised discussion with a selected group of people to obtain information about their views and experiences on a particular topic. This method allows researchers to gain an in-depth understanding of participants' attitudes, beliefs and reactions in the context of group interaction. ([University of Surrey](#))

Gender equality equal legal status and opportunities for women and men enabling their equal participation in all spheres of society. ([CMU Resolution 294-2025-p](#))

Home-based work is a form of employment where individual performs their job at home or in other premises determined by him/her, characterised by the presence of a fixed area, technical tools (fixed and non-production assets, tools, devices, inventory) or their combination necessary for the production of products, provision of services, performance of work or functions provided for in the constituent documents, but outside the production or work premises of the employer. (Labour Code, [Article 60](#)).

Human capital is the knowledge, skills, and health that people accumulate over the course of their lives that enable them to fulfil their potential as productive members of society. ([World Bank](#))

Human Capital Resilience (HCR) is the ability of employees to adapt to shocks, recover quickly from disruptions, and emerge from crisis situations stronger. The concept also encompasses the ability of the workforce to remain productive, engaged, and maintain physical and mental health even in the face of external pressures or internal challenges in the system.

Hybrid work is a flexible work model that supports a combination of in-office work, [telecommuting](#), remote work, and/or dispersed teams.

Idea Box is a method that allows you to systematically explore all possible combinations of parameters to solve complex problems. It is used as a matrix where various design parameters or problems are listed, and under each parameter — possible options. By combining these options, new ideas or solutions can be generated. ([Mindwerx](#))

Incentives or bonuses are payments for achieving specific, time-bound goals. Often calculated as a percentage of base salary. They can be paid in a lump sum or as regular payments over a period of time.

Inclusion is a process of improving conditions for full participation of individuals and groups in society by empowering, rights and dignity of those who are marginalised because of their identity or situation. ([United Nations](#)) The ability to feel safe in any community, regardless of one's "otherness".

Internally displaced person (IDP) is a citizen of Ukraine, a foreigner or a stateless person who is legally residing in Ukraine and has the right to permanent residence in Ukraine, who was forced to leave or abandon his/her place of residence as a result of or in order to avoid the negative consequences of an armed conflict, temporary occupation, widespread violence, human rights violations and natural or man-made emergencies. ([Law of Ukraine No. 1706-VII](#))

Labour productivity is gross domestic product (GDP) or gross value added (GVA) divided by the total number of hours worked. This indicator gives an idea of the efficiency of labour use in the production process. Productivity is the ratio of output to inputs ([OECD](#)).

Lean is a management philosophy and set of practices focused on maximizing customer value with minimal resources by optimizing processes, eliminating waste and fostering continuous improvement.

Mentoring Mentoring is the support and encouragement of people provided during the learning process in order to maximise their potential, develop their skills, improve their performance, and help them develop as individuals. (as defined by the Oxford University [School of Coaching and Mentoring](#))

Mentoring is on-the-job training in which experienced employees transfer their knowledge and experience to less-experienced colleagues to build necessary vocational skills. ([Ministry of Social Policy](#))

Mobilised employee employee is an employee who is called up for military service during mobilisation who retains their job and position for the entire period of service. ([Article T19 of the Labour Code](#))

Peer-to-peer (P2P) learning is a learning method in which participants share knowledge and experience with each other on an equal footing, without the traditional role of a teacher, which promotes active engagement and skill development, i.e. when one or more learners teach other learners.

People-centeredness is an approach that puts people's needs, experiences, abilities and well-being at the centre of the policy, service and system design, delivery and evaluation. The main features of a people-centred approach are: a focus on dignity and respect: taking into account human values and rights; participatory: co-creating solutions with citizens, employees, and clients; individualisation: adapting services and approaches to the needs of specific individuals; accessibility and simplicity: removing barriers to access to services; focusing on human outcomes rather than on processes or institutions. ([OECD](#))

PERMA model — defines five basic elements of well-being: P (Positive Emotion) — positive emotions, E (Engagement) — involvement, R (Relationships) — relationships, M (Meaning) — meaning, A (Accomplishment) — achievement. (developed by [Martin Seligman](#))

Perquisites are rewards provided individually in the form of goods or services — such as company cars and mobile devices.

Psychosocial adaptation is the process of helping a person to adjust to significant life changes, understanding his/her experience, expanding self-awareness and opportunities for self-realisation, as well as assistance in solving psychological and psychosocial problems caused by difficult life circumstances, crisis, emergency and/or disaster, military actions. ([MoH](#)).

Quality of life, Quality of life index (QOL) is a measure of an individual's overall well-being and life satisfaction, reflecting one's perception of their position within the cultural and value context of their society, and relative to personal goals, expectations and concerns. It encompasses multiple dimensions, including physical and mental health, social relationships, economic status and personal beliefs.

Referral programme is a structured initiative that encourages existing customers, partners or employees to recommend products, services or businesses to others. ([American Marketing Association](#))

Rehabilitation is a set of measures required by a person who is experiencing or may experience limitations in daily functioning due to health or ageing in interaction with his/her environment. ([Law of Ukraine No. 1053-IX](#))

Reintegration is a process in which ex-combatants transition back to civilian life, gain stable employment and income. Reintegration is part of a social and economic process with no clear timeframe, and takes place primarily in communities, at the local level. It is part of the overall development of a country and national responsibility, often requiring long-term external assistance (as defined in the UN Disarmament, Demobilisation and Reintegration Programme's practical guide to integrated disarmament, demobilisation and reintegration standards). ([UNDP](#))

Remote work (or remote, online)) is a work arrangement in which work is performed by an employee outside the workplace or the employer's territory, in any place of the employee's choice and with the use of information and communication technologies. (Labour Code, [Article 60](#))

Responsible leadership is the art of building and maintaining good relationships with all stakeholders based on recognition, care and responsibility. ([Maak, T., & Pless, N. M.](#))

Reward system is a set of strategies, policies and practices that encompasses all direct and indirect forms of rewards that employers use to attract, recognise and retain talents. It refers to all forms of financial incentives that employees receive from their employers: direct compensation (pay systems) involves mainly monetary rewards, while indirect compensation (benefits) typically includes non-monetary rewards such as recognition programmes.

Rotation of personnel (staff, employees) is the planned reassignment of employees to other positions or departments within the same organization.

Signatory to the Charter is an organization that has formally endorsed the principles and committed to implementing them within its activities by signing a Declaration of Accession to the Human Capital Resilience Charter.

Staff turnover is the (number of dismissed employees for the period / average number of employees for the period) x 100, where:

- Number of employees dismissed - those dismissed voluntarily or at the initiative of the company, retirement, sometimes temporary contracts are taken into account;
- Average number of employees = number of employees at the beginning of the period + number of employees at the end of the period/2;

The average "healthy" indicator of companies is 10-15% of staff turnover, but each industry has its own indicators. ([SHRM](#))

Sustainable Development Goals (SDGs) are seventeen global objectives, adopted by the United Nations in 2015 to guide development from 2015 through 2030. They succeeded the Millennium Development Goals and encompass 169 targets across economic, social and environmental dimensions. ([SDGs](#))

Synergy is a cumulative effect, which means that when two or more factors interact, their effect significantly outweighs the effect of each individual component in the form of a simple sum of them ([Wikipedia](#))

Veteran (war veteran) is a person (woman or man) who participated in the defence of their homeland or in hostilities on the territory of other states. War veterans include: combatants, persons with disabilities as a result of war, and war veterans. ([Law of Ukraine No. 3551-XII](#))

Veterans' Job Bank is a specialised resource that contains information on available vacancies adapted to the needs of veterans to facilitate their employment and reintegration into civilian life.

War-affected groups — Ukrainian legislation currently does not contain a unified or general definition of the term "individuals affected by war" or "war-affected groups". Therefore, it is recommended to refer, when working with different groups, to the existing legal definitions that apply to specific categories, such as:

- War veterans, combatants, persons with disabilities due to war, and family members of deceased defenders ([Law of Ukraine "On the Status of War Veterans and Guarantees of Their Social Protection"](#));

- Internally displaced persons (IDPs) ([Law of Ukraine "On Ensuring the Rights and Freedoms of Internally Displaced Persons"](#));
- Vulnerable population groups — individuals or families at high risk of facing difficult life circumstances due to adverse external and/or internal factors ([Law of Ukraine "On Social Services"](#));
- Persons with disabilities (all groups) ([Law of Ukraine "On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine"](#));
- Children affected by military actions and armed conflicts ([Resolution of the Cabinet of Ministers of Ukraine No. 268 dated 05.04.2017](#));
- Orphans and children deprived of parental care ([Law of Ukraine "On Child Protection"](#));
- Survivors of domestic violence ([Law of Ukraine "On Prevention and Combating Domestic Violence"](#));
- Victims of human trafficking ([Law of Ukraine "On Combating Human Trafficking"](#));
- Elderly citizens ([Law of Ukraine "On Basic Principles of Social Protection of Labour Veterans and Other Elderly Citizens in Ukraine"](#));
- And other legally recognized categories.

Wellbeing is a positive state experienced by individuals and societies. Like health, it is a resource for everyday life and is determined by social, economic and environmental conditions. ([WHO](#))

Win-Win principle is a situation or agreement where all parties involved benefit and no one loses. It emphasises mutual advantage and shared success rather than competition and individual gain.

70-20-10 model is a learning model that assumes that 70% of knowledge is acquired through practical experience in the workplace, 20% through interaction with colleagues and mentors, and 10% through formal training (courses, trainings). ([Lombardo M.](#); [Eichinger R](#))

Abbreviations

CRM	Customer Relationship Management
DEI	Diversity, Equity, and Inclusion
EAP	Employee Assistance Programme
ENPS	Employee Net Promoter Score (employees' willingness to recommend an employer)
ERP	Enterprise Resource Planning
ESAT	Employee Satisfaction (Score)
ESG	Environmental, Social and Governance (factors of sustainable development)
FOP	Individual Entrepreneur
GDPR	General Data Protection Regulation (EU)
GRI	Global Reporting Initiative (Sustainability Reporting Standards)
HCR	Human Capital Resilience
IDL	International Labour Organization
IDP	Internally Displaced Person
IDP	Individual Development Plan
ISO/IEC 27001	International Standard for Information Security Management
NGO	Non-Governmental Organization
PTSD	Post-Traumatic Stress Disorder
ROI	Return on Investment
ROLI	Responsibility for Others' Learning and Innovation (recognizing and fostering colleagues' growth)
SASB	Sustainability Accounting Standards Board (USA)
SDGs	Sustainable Development Goals
SME	Small and Medium-sized Enterprises (up to 1,500 employees)
STEM	Science, Technology, Engineering, and Mathematics
VB	Very Large business (over 1,500 employees)

WCAG/UA	Web Content Accessibility Guidelines / Ukrainian Accessibility Standards (International accessibility guidelines that offer recommendations on how to improve the accessibility of web content)
WHO	World Health Organization
WLB	Work-Life Balance

