



**CODE OF CONDUCT**  
**SET OF PRINCIPLES,**  
**RULES AND RECOMMENDATIONS**

# INTRODUCTION

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GREEN Code of Conduct is a set of principles, rules and recommendations that we choose to see as a basis for our operations including internal processes, external and internal communications, business approach and teamwork.

The principles, rules and recommendations established herein serve as a guideline for our actions and decisions. Each team member should comply with the Standard, this is a commitment of our employees to each other and to the company in general.

In practice, there may be situations and circumstances that the Standard does not expressly deal with. In such cases, it is necessary to follow either basic principles or such rules and patterns that, although not directly set in the Standard, would fit the context and the spirit hereof to the highest extent and could be incorporated in the Standard.

It is our wish that the Code of Conduct remains a living document that is plain and simple to embrace. We assume that our corporate principles, rules and recommendations should not differ from universal human values, patterns and rules of interpersonal communication and peaceful coexistence.

We aspire to be ourselves at work and aim to maintain our personal integrity. It is our focus not to put on a mask at work and in everyday life, as well as to follow a single set of rules and principles.

Our goal is to foster a comfortable working environment so that people could be self-sufficient, unlock and display their talents, develop skills and expertise, improve their efficiency and achieve results.

Please refer to the Standard as often as possible in order to map your actions against it and contribute to enhancing our processes and your own work satisfaction.



# KEY ORGANISATIONAL IDEAS

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The company's operations rest on three conceptual ideas that shape up its organisational structure:

## SELF-SUFFICIENCY

We respect talents, knowledge and skills. We believe that each member of the team can organise their work independently and take decisions within their functional scope. We encourage those who steer away from rigid vertical structures, delegate tasks, develop self-sufficiency in managing and implementing projects, control ancillary business processes. For this purpose, we foster a maximally open and safe company environment, shape up our strategic vision and corporate culture. However, independent decisions imply that people have to be responsible before their colleagues and the company at once for their own judgements and actions.

## INTEGRITY

We aspire to create an environment where each of us would not lack the courage to remain true to themselves. We accept any and all characters and personalities. We encourage those who act naturally and sincerely at work. We do not need to put on masks, follow artificial paradigms and cultivate unnatural images. Each of us is a unique personality with their strengths and weaknesses. We all make mistakes too. The integrity and openness contribute to self-fulfilment and top results.

## SELF-AWARENESS

We believe that we can achieve high-quality, effective and rewarding work results in the long run if we know how to understand and formulate our personal goals and values, align them against the company's values and finally come to understand why we work here. If our goals and values overlap, we may strive together to materialise them. Achieving personal goals will help us to meet corporate targets (and vice versa). We encourage conscious choice and commitment to achieving personal goals in tune with our common principles and values.

# BASIC PRINCIPLES (VALUES) OF THE COMPANY

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Basic principles serve as a foundation for our corporate culture and determine all other principles and rules that we stand for.

When we work and communicate with each other and the world outside, we rely on these principles:

## Honesty

We speak straight out and honestly, and this is what we expect of everyone. We never conceal our thoughts and information. We believe that only truth and sincerity help us grow and achieve results, as unsavoury as the truth may be. Being honest is our principle and obligation to each other.

## Transparency

Each of our team members has the right to know the grounds and logic behind our rules, actions and decisions, whoever makes them. We make sure that our decisions, actions and the underlying information stay open and comprehensible. This principle is equally relevant for our colleagues, partners and clients too.

## Safe Environment

We encourage and support open discussion of any matters, as painful as they may be. Everybody makes mistakes. Each of us may face an unsolvable problem, that is why we welcome those who can openly and confidently admit their errors, difficulties and issues in addressing problems. Those who do so may count on the company's support and protection. The honesty and openness expressed where we feel most vulnerable mobilise us to gain experience from problematic situations, become better, find solutions together and achieve the desired outcome. A mistake, lack of knowledge, insufficient expertise or inadequate competence are no vice. Still, a refusal to admit this openly and discuss ways to address the issue is a real flaw

## Professionalism

We strive to perform our work at the highest professional level. To that end, we establish maximally efficient internal and external business processes and communications, organise our work professionally and achieve objectives, continuously improve our knowledge and skills, engage highly qualified experts in our team.

## Reliability

We stand by our words and deliver. We are always in contact and pursue interests of our employees, clients and partners.

### **On-Going Development**

We use each project, assignment, task and challenge for enhancing our knowledge, skills and capacities. We continuously aim to improve ourselves, our processes and project implementation techniques.

### **Shaping Environment**

We set, enhance and maintain the highest level in organising our work, communications, business processes and deliverables, which contributes to building up market standards and setting high requirements to the quality of project management and implementation.

# TEAMWORK PRINCIPLES

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1. We relate to one another with an assumption of positive intent.
2. Until we are proven wrong, trusting co-workers is our default means of engagement.
3. We assume that each employee is capable to accept difficult and sensitive situations, news and feedback resiliently, consciously and openly.
4. We believe in collective intelligence. Nobody is as smart as everybody, but each person knows something. That is why we make decisions after collecting competent opinions and holding discussions.
5. Each of us has full responsibility for the company's performance. If we sense that something needs to happen, we have a duty to bring it to others' attention.
6. Everyone must be comfortable with holding others accountable to their commitments through remarks, feedback and respectful confrontation.
7. We are all of fundamental equal worth. The differences in our roles, education, backgrounds, interests, skills, characters, points of view and mindset contribute to our collective decisions, actions and achievements.
8. We strive to create emotionally and spiritually safe environments, where each of us can behave authentically.
9. We aspire to create a working environment where all sides of character are respected including our intellectual, physical, emotional, spiritual, rational and intuitive self.
10. Every problem is an invitation to learn and grow. We will always be learners. We have never arrived.
11. Failure is always a possibility if we strive for our ambitious purpose. We discuss our failures openly and learn from them. Hiding or neglecting to learn from failure is unacceptable.
12. Feedback and respectful confrontation are gifts we share to help one another to grow.
13. We focus on strengths more than weaknesses, on opportunities more than problems.
14. It's impossible to change other people. We can only change ourselves.
15. We take ownership for our thoughts, beliefs, words, and actions.

16. We don't spread rumours. We don't talk behind someone's back.
17. We resolve disagreements one-on-one and don't drag other people into the problem.
18. We don't blame problems on others. When we feel like blaming, we take it as an invitation to reflect on how we might be part of the problem.
19. We have a duty to ourselves and to the company to inquire into our personal sense of calling to see if and how it resonates with the company's purpose.

# PRACTICAL RULES FOR CONDUCTING BUSINESS

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## 1. Improve yourself constantly and continuously

There is no such aspect in life where we can reach perfection. Even those areas where we feel professional always have room for development and present opportunities for making better decisions and achieving more impressive results. We become relevant, sought-after and competitive professionals by searching for new knowledge and constantly striving for excellence.

## 2. Do not be afraid to speak up

If you have an opinion or alternative solution regarding a certain matter or situation, always make yourself heard no matter whom you are talking to. Be ready to substantiate your standpoint.

## 3. When in doubt, ask

Consult those who are more experienced or competent if you have doubts about a solution or action. Don't be afraid to ask questions. A question does not make you incompetent but confirms your involvement and drive for results.

## 4. Pre-plan and propose alternatives

Before putting forth a question to your colleagues, analyse possible answers. Choose the one that you think fits best and determine why. Do not ask questions while waiting for briefings or instructions. Don't expect that someone else will do the analysis for you. Try to seek advice instead of posing a question. "Should I select my preferred option out of those available and for which reasons?"

## 5. Stick to the Four Eyes Principle

At least two people should be involved in all operations, electronic correspondence and revision of reports. By doing this, we make people interchangeable and ensure that no errors will be missed because you cannot see straight after being overly devoted to a certain point of view. Two heads are better than one.

## 6. Be proactive

Predict the needs, actions, goals of the company, your colleagues and clients. Be one step ahead, propose insights and solutions.

## 7. Use written confirmations

Usually we issue all corporate approvals and instructions in writing by e-mail. Confirm verbal approvals or instructions by sending an e-mail or posting a respective message in a general chat room.

#### 8. Sum up all meetings and workshops in follow-up letters (minutes)

During meetings and workshops, all matters and resolutions should be documented by keeping minutes. All meeting participants should receive follow-up results (minutes) with adopted resolutions, agreed-on actions, deadlines and responsible individuals. Through this process, we will not lose focus on the meeting outcome in everyday routine and will achieve the results we want. Begin subsequent meetings by checking if previous resolutions have been adopted. This applies to both internal and external meetings and workshops.

#### 9. Do not hesitate to discuss mistakes

If you made a mistake or saw someone make an error that may trigger problems for the company or client, notify your superior in order to rectify or mitigate any possible adverse implications. Making a mistake is never as bad for the company as concealing it. An error is an invitation to change things and become better.

#### 10. Discuss problems openly

Do inform your superiors if you are aware of a problem or deficiency in workflow management that may impair effectiveness or creates risks for the company and clients.

#### 11. Share knowledge and experience

Share your expertise with colleagues if you are proficient in a certain subject or topic which may benefit the company. Arrange a training session or send out useful materials if you have acquired knowledge or mastered a skill. Make a rule for yourself to share helpful information and create atmosphere of cooperation and development all around.

#### 12. Be open-minded

Be open towards new information, do not turn down advice from colleagues, collect different opinions and views.

#### 13. Give constructive criticism

If you disagree with your colleagues' proposals and conclusions, go beyond mere criticism – step forward with your own alternatives and support them.

#### 14. Start where you are

Don't start everything from scratch without giving an eye to the things that you can already use. Analyse the status of the project, the nature and history of interacting with the client and other parties to the project. Evaluate the company's capabilities, available resources, knowledge and expertise to understand the situation correctly and find out what you can use in the future to achieve the expected result.

### 15. Know your client

Examine your client, their previous experience, current project portfolio and organisational structure before starting your work on a project.

### 16. Focus on value

Everything the company does must generate direct or indirect value both for the company, its clients and other stakeholders. Get to know how the client uses a service. Put yourself in the client's place when assessing the value of your advice and service deliverables. Encourage value-oriented behaviour among your colleagues, focus on value creation both during routine operations and when working on improvements.

### 17. Progress step-by-step with feedback

Resist the temptation to do all at once. The cycle of improvement may flow in successive or simultaneous steps. Use feedback before, during and after each such step. This will help you to hold a proper course to your goal and take appropriate actions.

### 18. Think and work holistically

In order to take a holistic approach to steering processes, as well as project management and implementation, one must understand how all parts of the system fit together. This includes subdivisions and people, information and current technologies, internal processes, partners and subcontractors, value creation streams, client's issues that need to be resolved. Try to grasp and embrace the big picture, analyse the system as a whole, ask questions and look for answers.

### 19. Keep it simple and practical

Drop a process, service, action or metric if they carry no value or give no useful effects. Keep to a minimum the number of steps necessary to reach the goal. Do less but do it better. Respect other people's time. Simplicity is the ultimate sophistication.

### 20. Less formality, more involvement

Avoid formalistic procedures, objectives, processes and actions. They help little. Reflect on why we need certain processes and actions, analyse the vital tasks they serve.

### 21. Optimise and automate

Make maximum use of all types of resources. Drop all that is wasteful, use technologies to achieve their maximum capabilities. The human element makes sense only when it creates real value.

## 22. Spend and accept sensibly

Expenditures should match the company's best interests. When you bear expenses, follow the same principles you go by when spending your own money. If clients or partners give you unusually expensive gifts on business, be on the lookout for their possible hidden influence on the company. Sometimes employees who receive gifts may be unaware of such subtle intents. Never conceal these gifts and inform your co-workers about them. You can keep the gift, but after all the company will be prepared for any turn of events.

## 23. Resolve conflicts at once

23. Do not postpone resolving a matter which led to a conflict. Initiate a discussion of the disagreement as soon as possible, show mutual respect. Invite co-workers into the discussion if a general consensus is impossible.

## Correct your mistakes

24. Find some time to analyse the mistakes and errors you made. Find out the reasons why you made them, analyse the implications and effective tools to minimise them. Sum up your solutions and communicate to your co-workers.

## Be kind

25. Refrain from settling accounts with others. Don't be rude. If you have to refuse, explain the reason and advise what can be done for now. Try to meet people halfway.

## Be grateful

26. Be attentive and do not forget to thank your co-workers and partners for their work and business contribution. Acknowledgement gives each of us a sense of importance in our common cause.

# RECOMMENDATIONS ON PROJECT WORK AND MANAGEMENT

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## Organisational matters

1. Use company's pre-made templates to prepare materials (presentations, reports, calculations sheets, letters etc.). Always ask your co-workers if they have an existing template for a document.
2. Send out materials for meetings or workshops well in advance. Participants need enough time to review them. The normal practice is to send materials at least one day before a meeting. It is bad practice to send out materials for a morning meeting late at night on the eve, unless the project is especially urgent or someone requests you to do so.
3. Contracts, certificates, invoices and other documents which are legally binding for the company should be agreed on with respective departments. These departments should have adequate time to review documents. Please do not disregard that work may involve various departments of the company.
4. If you need to solve several operating tasks but you are unsure of their priority sequence, clarify the task priority by addressing your manager or those who sent them for processing.
5. When a new assignment comes as you work on your operating tasks, ask the person making the assignment to agree it with the manager you are currently working with.
6. It is a must to prepare for all internal and external meetings. If we have arranged a meeting, we are responsible for the agenda, meeting notifications, convening of the participants, preliminary dispatch of materials and meeting moderation. If we act as a participant, we should go through the materials, determine the purpose of our participation in the meeting and be well-prepared for the discussion.
7. During a meeting, clearly emphasize its purpose, inform the participants about the agenda, meeting format (discussion, voting, briefing etc.), speakers. Address matters precisely, look that the conversation does not veer off the topic. After each meeting, dispatch follow-up e-mails with the agreements reached, assigned tasks, persons responsible and respective deadlines
8. A team member going on a leave should inform the rest of the team, send an e-mail to allocate outstanding tasks between co-workers and provide them with instruction and contacts for the time out of office.

9. Project team members and the project manager in particular are responsible for collecting and keeping materials at the company's online platforms. They will also be accountable for the confidentiality of the information at the company's disposal.
10. Stick to a systematic approach for keeping information and materials in order. Make sure not to clutter unrelated data into project folders on the company's online platforms. Remember that our resources should be easy to use.

## Communications

11. Never leave e-mails unanswered, even if you think that silence will suffice. If the author of an e-mail requests an opinion or a confirmation (the time of a meeting, consent to something etc.), please find the time and send a response, even if it is a simple "yes" or "no".
12. Do not delay responses to e-mails. As we live in the times of high technology, a late response may be treated as a disregard. Normally, respond to an e-mail within several hours after you get it, unless the contents and context require a quicker or instant reaction. Should you require more time to draw up a meaningful response, for example when supporting materials need to be prepared, inform the other party that the letter (inquiry) has been received and pending. Also, specify the time when you come up with a response.

These recommendations will also apply to any other forms of communications such as messaging app communication or missed calls.

13. When engaging in written communication with clients, partners or other persons, set at least one of your colleagues as a secondary recipient of your message (Cc:). This may be the project manager and/or any other co-worker involved in the matter or project. Don't forget about the Four Eyes Principle.
14. If you send important letters (requests for information and materials, interim or final results, notifications on issues or complications arising during the project, contracts, certificates and invoices, other letters containing information that is legally relevant and meaningfully material), it would be reasonable to make a call to the recipient and make sure that they received the e-mail.
15. When sending e-mails to external recipients, you should copy (Cc:) the project manager and the deputy project manager. The managing director who supervises the project should also be copied when sending important e-mails or upon a special notice.

16. Please use the company's mailing service for communicating with clients. Don't use your personal e-mail addresses. Important letters (requests for information and materials, interim or final results, notifications on issues or complications arising during the project, contracts, certificates and invoices, other letters containing information that is legally relevant and meaningfully material) may be sent only to e-mail and postal addresses that have been specified in a respective service agreement.
17. When you communicate on work-related or non-business matters, please protect the confidentiality of the information that you received during the project work. Remember that sensitive information release may trigger liabilities for the company and for the employee responsible for the disclosure.

## Project implementation

18. Each project should have a project manager, as well as an employee standing as the project manager's deputy. A deputy's role implies being aware of everything that is going on at the project and, if necessary, being capable to substitute for the manager.
19. A project should start with an internal and an external kick-off meeting, the latter involving the client and other stakeholders. Kick-off meeting targets:
  - Introducing the team, exchanging contracts;
  - Agreeing on the cooperation procedure for the project parties (the order of meetings and calls, team members and contact persons on the client's side etc.);
  - Agreeing on the process of providing information by the client/stakeholders;
  - Confirming the project implementation schedule or its preparation;
  - Discussing the order in which we shall prepare interim and final service deliverables;
  - Discussing key matters, possible problems, project risks. Technical matters will be resolved as the work proceeds;
  - Other matters (if any)
20. Each party to the project will record their working time in the time sheet system.<sup>1</sup>

<sup>1</sup> Some subdivisions may have special conditions for work time records depending on their workflow management specifics.

21. Do not disregard regular internal discussions of the project progress and status. Take your time to give explanations and share information. A strong team is a team where members are well-informed, have a similar understanding of the tasks and recognise the significance of their work.
22. If the project work involves employees from ancillary subdivisions (Admin, IT, HR etc.), keep them informed of the project developments by holding meetings or sending e-mails. This will help to resolve matters of technical, informational and administrative support in due time.
23. Keep a contact list with names, positions, contacts and functionalities of all project-related individuals. Make sure all members of the project team have it.
24. If a client provides verbal information that is critical and may affect our conclusions or calculations, please request the client to record or confirm it in writing so that we could avoid misinterpretations and properly document the provided data. For this purpose, you may ask the client to send a confirmation in an e-mail.
25. All source information pertaining to the project, working and final materials, as well as key correspondence on the project should be stored on the company's server to make sure that other employees involved in the project have quick access to relevant data and materials.
26. Put a special emphasis on quality assurance when engaging sub-contractors for the project work. It is our company who will ultimately be responsible before the client for the final deliverables. Address additional questions to the subcontractor, provide comments, be critical in assessing their work results. Put yourself in the client's place. It is important to make the most of the sub-contractor's knowledge and experience
27. Refer to the contract in order to check the compliance of service (work) deliverables before handing them over to the client. The contract should detail the expected level of services (work).
28. Notify the project manager and the managing director who supervises the project in case of problems or conflicts during the project, or if you get negative feedback. The project manager should arrange an internal action meeting to discuss possible ways of solving the problem.
29. After completing a project (or a project stage), the project manager should make sure that all closing documents (certificate, VAT invoice) are properly drawn-up and collected, inform the accounting and financial departments that the project (or a project stage) is done and the closing documents are signed.
30. When the project is over, it makes sense to request feedback from the client regarding the quality of project management and implementation.

31. The project manager should arrange internal discussions and hold a gap analysis if the client comes up with negative feedback part way through or right after the project. Following the gap analysis, the managing director who supervises the project will approve holistic solutions to enhance the quality of project management and implementation. In any case, we should get back to the client with results and solutions after we study the feedback.
32. Inform the project manager and the managing director who supervises the project if a member of the project team finds any deficiencies in our work or internal processes during the project or based on the feedback. Please clarify your own point of view and suggest ways to make things better