

2023



matena

International School of Leadership
& Professional Development

Preface

The Matena Policies is a set of principles, derived from the mission of Matena International School of Leadership and Professional Development, to guide all the actors involved in Matena activities in their decisions which influence Matena.

The **aims** of the formation and formulation of the Matena Policies are:

- to ensure that Matena activities run more smoothly and predictably, based on fairness, as well as on Matena mission and values,
- to ensure that decisions are made less stressfully, with less uncertainty and misconception,
- not to limit, but to guide the creativity and novelty of solutions,
- to foster the acquaintance with Matena principles and integration into Matena community for new Matena staff members, faculty, and learners,
- to clarify mutual ethical and legal duties,
- to ensure that policies of Matena are easily usable, and most of the sought answers are easily found in a single source.

The **addressees, users, and beneficiaries** of the Matena Policies are:

- learners, client organizations, and alumni,
- external providers of donations and scholarships,
- staff and faculty members,
- partner organizations, service providers and suppliers,
- individuals and organizations with intention to become any of the aforementioned,
- external quality assurance organizations and quality-based associations.

The **authority to approve** the Matena Policies belongs to the Director of Matena, as well as the authority to make changes and additions.

The **responsibility and consequences** for breach of the Matena Policies may be defined in individual bilateral or multilateral contracts with Matena.

Approved by the Director of “Matena” International School of Leadership and Professional Development Closed Joint Stock Company on 25.12.2023.

Matena

Policies

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A. Product Design Policy

- A1. Learning programs and other products are derived from the **mission and strategy** of Matena.
- A2. Learning programs and other products address **market or social needs**, which are assessed beforehand.
- A3. Matena ensures the accordance of learning programs and other products with **international and national standards** through internal mechanisms and formal processes unless it does not retard the fulfillment of needs.
- A4. **Learning programs** have program objectives and targets; title; learning outcomes; description of modules and other components linked to learning outcomes; supposed methods of learning and workload; completion standards; methods of teaching and assessment; appropriate group size; required faculty and resources; any other components important for a particular program. These attributes are formulated in a written form and are accessible for applicants, learners, and faculty unless a trade secret is exposed.
- A5. **Program objectives and targets** clarify the needs a program is designed to fulfill and the supposed profile of participants.
- A6. Each learning program is given a **title** to be identified and to express the program objectives in a simple way. Besides the title, a program may have an extended name for more detailed messaging of important program attributes.
- A7. **Learning outcomes** describe knowledge, skills, and abilities a learner should possess in the case of successful completion to meet the program objectives. Learning outcomes are assessable, applicable, and widely understandable for potential learners.
- A8. A learning program with a complex set of learning outcomes is divided into **modules** to ensure its proper delivery. Each module is aimed at a limited number of learning outcomes and is described with topics which clearly express its content.
- A9. Besides the modules, a learning program may include **stand-alone components**, such as masterclasses, individual projects, coaching, etc., if such design contributes to effective achievement of learning outcomes.
- A10. In each learning program, **learning methods and workload** are defined to indicate what a learner should do to achieve learning outcomes. As Matena believes that in some cases different learners may benefit most while using different approaches and pace, up to 15% deviation from the supposed workload is acceptable for individual cases.
- A11. Upon successful completion of a learning program, the learner is granted with a document of completion (certificate or diploma). Matena, considering its certificate/diploma a guarantee that the holder has successfully completed the corresponding program and has achieved the learning outcomes, sets **completion standards** for each learning program. Completion standards correlate with the learning outcomes, are measurable, and are shared with the learners in advance. No learner may receive a document of completion without meeting completion standards.

- A12. A significant part of learning is accompanied with teaching. **Methods of teaching** are defined in each learning program to indicate what faculty members should do to support the achievement of learning outcomes. As Matena believes that in some cases reasonable improvisation in teaching may lead to more targeted and quicker achievement of learning outcomes, short-range changes in teaching methods are acceptable unless the achievement of learning outcomes is risked.
- A13. In each learning program, **assessment methods** are defined to track and stimulate learners' progress toward the learning outcomes. Assessment methods may be designed to be used by faculty members, by learners, or by third parties. As Matena makes sure that the learners are properly motivated, summative assessment methods, such as exams, are minimized.
- A14. Limits of the appropriate **group size** are set for each learning program. These limits are primarily defined by educational factors, such as learning and teaching methods, and can be further adjusted based on limitation of resources and financial reasons. Definition of an appropriate group size includes its minimal and maximal acceptable sizes. If no specific reason exists for a specific learning program, then the minimal size of a group cannot be less than 5, and the maximal size of a group cannot be more than 40.
- A15. Description of each learning program includes an overview of the **faculty and resources** required to accomplish all the modules and other components and to ensure proper application of learning, teaching, and assessment methods. Actual availability of faculty or resources may be considered as limitation or opportunity and lead to minor adjustments in a learning program, but not to change its objectives or core logic.
- A16. In the case of learning programs which are designed and/or to be implemented in partnership with other organizations, the **partner organizations** are indicated in the learning program, if a joint document of completion or multiple documents of completion are awarded upon successful completion. If the only document is awarded by Matena, then indication of partner organizations is optional. Only organizations which share the values of Matena and provide high-quality educational services proven by accreditations, rankings, or otherwise, may become partner organizations.
- A17. Learning programs may be customized into **corporate programs**. Corporate programs may have a simplified structure and include only some of the learning program attributes, but in all cases corporate programs at least have program objectives and targets, title, learning outcomes, appropriate group size. Learners of customized corporate programs are not granted with a document of completion of such a program.
- A18. **Other products**, which do not match the requirements for learning programs or corporate programs, cannot be considered as programs. Each such product may have its special set of attributes. Although learning programs are priority products, as their implementation contributes more to the sustainable institutional development, Matena ensures similar high-level quality for other products as well.

B. Faculty Policy

- B1. For its learning programs and other products, Matena ensures involvement of professional faculty based on general and product-specific **requirements**. General requirements are defined for each category of faculty members.
- B2. To set effective regulations and ensure effective implementation of learning programs and other products, faculty members are separated into **categories**: core faculty, invited faculty, guiding faculty. A faculty member may be concurrently involved in multiple categories.
- B3. **Core faculty** members provide teaching to form knowledge, skills, and abilities which make up the core of a learning program. Core faculty members meet at least three of the following requirements: practical professional experience of using the corresponding learning outcomes; experience of teaching to the corresponding or similar targets; professional education in the field of the corresponding learning program; research made in the field of the corresponding learning program proved by publications or a doctoral degree; any of the aforementioned completed in a world-leading organization.
- B4. **Invited faculty** members provide teaching to strengthen knowledge, skills, and abilities, provide world-leading cases, or contribute to new idea generation. Invited faculty members meet at least two of the following requirements: practical professional experience of using the corresponding learning outcomes; experience of teaching to the corresponding or similar targets; professional education in the field of the corresponding learning program; research made in the field of the corresponding learning program proved by publications or a doctoral degree; any of the aforementioned completed in a world-leading organization.
- B5. **Guiding faculty** members provide teaching to facilitate the formation or application of knowledge, skills, and abilities. Guiding faculty members meet at least two of the following requirements: experience of teaching to the corresponding or similar targets with similar methods; professional education or certification in the field of the corresponding teaching methods; any of the aforementioned completed in a world-leading organization.
- B6. Based on the design of a learning program, the total and individual **teaching workload** is calculated. In a learning program, at least 50% of teaching is provided by the core faculty. The teaching workload does not include preparation work, as Matena believes that such creative work could be done differently and self-paced.
- B7. To ensure sustainable availability of faculty, Matena provides competitive and fair **remuneration** to its faculty members for the teaching workload. Hourly rates of remuneration are set individually, based on criteria identical to the requirements set for the faculty category, within the financial limitations for a particular learning program. Matena ensures that remuneration for each program is predictable for each faculty member and fixed in a contract. Teaching without remuneration and a contract is possible only in the case of invited faculty members.
- B8. The **performance** of faculty members is observed by Matena's staff to ensure the quality of teaching, its improvement, alignment with Matena's strategy, and

dissemination of best practices. Observations of teaching, along with the feedback from learners, form the performance evaluation, which may lead to revision of individual teaching workload and/or rate of remuneration.

- B9. For its faculty members, Matena ensures opportunities for **engagement** in activities other than teaching, such as product design processes, networking with alumni, communication with faculty members of partner organizations, etc.
- B10. Matena excludes any **discrimination** by gender, nationality, age, disability, citizenship, political belief, or religion, from all the stages of its work with faculty, including recruiting, categorizing, deciding the workload and remuneration, performance evaluating, engaging.
- B11. Matena promotes **professional diversity** within its faculty members to enrich the skillset of faculty in general. Professional diversity of Matena's faculty includes such factors as industries and organizations in which a faculty member has practical experience, educational institutions in which a faculty member has teaching experience, and other purely professional factors.

C. Enrollment Policy

- C1. To ensure that the group of learners of a learning program is in compliance with program targets, **entry requirements** for enrollment are set, such as minimal level of education, required fields of education, minimal level of currently or previously held positions, other measurable characteristics of education or professional experience.
- C2. To maximize the relevant expertise in a group and the utility of group learning activities, **selection criteria** for enrollment are set, such as: level and relevance of education and qualifications; relevance of professional work experience and level of currently or previously held positions; applicant's motives and level of motivation; level of accordance between the applicant's needs and the program outcomes; level of fluency in working languages of the learning program; possible influence on the process of group learning due to groupwork willingness; expected social impact of the successful completion of the learning program; other program-specific criteria.
- C3. By following entry requirements and selection criteria, Matena ensures an effective combination of **homogeneity and diversity** within a group in the limits of its size set for a learning program. Matena limits the number of participants from an organization to 20% of the maximal size of a group.
- C4. While ensuring an effective combination of homogeneity and diversity, as well as in the whole process of enrollment, Matena excludes any **discrimination** by gender, nationality, age, disability, citizenship, political belief, or religion.
- C5. The **process of enrollment** starts with the opening of admission and consists of the following stages: admission, review, meeting with the applicant, committee conclusion, acceptance/refusal by the applicant, contract signing.
- C6. **Pre-registration** may precede or go along with the process of enrollment for mutual sharing of information about the intentions between Matena and possible applicants. Pre-registration creates no obligation for a person. A person is not considered an applicant unless a complete application is submitted.
- C7. Opening of **admission** for a learning program is announced on Matena's website. Matena ensures that an application form is accessible on a reliable platform. An application includes the full name of an applicant, a bio or CV, a statement of purpose (optional), email address, phone number, other program-specific information. Matena does not overburden the application form with unnecessary inquiry.
- C8. A committee is formed to **review** the bio or CV and the statement of purpose towards the entry requirements and selection criteria. If the committee finds it obvious that an applicant does not meet the entry requirements, then a meeting with the applicant may be skipped.
- C9. The committee arranges a **meeting with the applicant** to complete the review of the application towards the entry requirements and selection criteria, as well as to clarify any questions an applicant has about the program and come to a mutual conviction that the corresponding learning program will be of the applicant's best benefit.

- C10. Based on review and meeting, a **committee conclusion** is made to address the following questions: whether the applicant meets the entry requirements or not; if yes, then whether the applicant has enough advantages by selection criteria to get enrolled or not; if yes, then what final fee should be offered to the applicant.
- C11. An **applicant's advantages** by selection criteria are assessed by each committee member. Each selection criterion has its predefined descriptive scale and weight. An applicant's descriptive score for a criterion is decided by consensus or, if consensus is not achieved, by median, in favor of the applicant. An applicant's aggregate score is the weighted average of descriptive scores for all criteria.
- C12. The final fee is formed with the reduction of the awarded **scholarship** from the general fee. Such a reduction is made in the limits of amount possible for the corresponding program, in accordance with the applicant's advantages by selection criteria and a predefined scale. Matena ensures that both the general fee and the maximal possible amount of scholarship are known by the applicants.
- C13. Besides the scholarship awarded by Matena, **other reductions** may be made in specific cases, such as discounts for alumni, discounts for partner organizations, discounts for group applicants, discounts for early applicants, special scholarships provided by other organizations. In the latter case, an external provider of scholarships may have its own criteria agreed with Matena.
- C14. With the belief that a **personal contribution** strengthens a learner's motivation, Matena avoids reducing 100% of the general fee.
- C15. If the committee conclusion is positive, then an offer is sent for **acceptance/refusal by the applicant**. An offer includes the committee conclusion and the payment schedule with at least 30% of the final fee to be paid before the start of the program. The applicant should reply with a letter of acceptance or a letter of refusal within 3 working days. If no letter is received within 3 working days, then the applicant has no guarantee of getting enrolled. If the committee conclusion is negative, then the applicant is informed about the reason: either has not met entry requirements or has not been selected by selection criteria.
- C16. If an applicant decides to withdraw the application or participation, then a **notification of withdrawal** should immediately be sent to Matena. If such notification is sent at least two weeks prior to the start of the program, then the withdrawn applicant pays no fee. If the notification is sent within two weeks prior to the start of the program, then the withdrawn applicant pays 25% of the final fee or, if the final fee is less than 60% of the general fee, 15% of the general fee. If the notification is sent on the day of the start of the program or afterwards, then the withdrawn applicant pays 100% of the final fee or, if the final fee is less than 60% of the general fee, 60% of the general fee. If, at the time of withdrawal, the already paid fee exceeds the fee which the withdrawn applicant should pay, then the corresponding difference is refunded.
- C17. Upon receiving a letter of acceptance, Matena immediately initiates **contract signing**. A bilateral contract between Matena and a learner clearly defines the obligations and rights of the parties. If there are other parties responsible for

covering the final fee, then a multilateral contract may be signed. The contract should be signed by all the parties before the start of the corresponding program.

- C18. Matena ensures the **data privacy** of any sensitive information received from the applicants during the whole process of enrollment and after it. Applicants who get a positive committee conclusion should ensure that the financial information indicated in the offer and/or contract is not shared with any third party during the whole process of enrollment and after it, unless the third party is a party of a multilateral contract.
- C19. A **simplified process of enrollment** may be implemented in the case of corporate programs and other products, as well as in the case when the applicant is an alum.

D. Learning Policy

- D1. To ensure proper implementation of its learning programs, Matena provides **learning management** throughout a program. Through learning management, Matena ensures that: methods of individual and group learning are used effectively, learners are provided with necessary handouts and have access to learning materials; methods of teaching effectively promote the learners' engagement in proper learning and accelerate achievement of the learning outcomes; methods of assessment effectively show the learner's progress and/or need for additional improvements. The primary source of data for learning management is observation of learning, teaching and assessment.
- D2. Matena ensures an auspicious **learning environment** to support effective learning with comfort if other is not required for educational purposes. An auspicious learning environment includes necessary stationery, comfortable furniture, appropriate room setup, necessary equipment and software, comfortable light and temperature, predisposing general atmosphere of the campus or venue and its surroundings, and a comfortable working language. Educational purposes have priority over comfort to determine characteristics of the learning environment. If securing both individual and group comfort is not possible for any of the components of the learning environment, then preference is given to group comfort.
- D3. Not to harm the environment of openness and trust among the group of learners and faculty members, Matena avoids **recording** the learning process. Recording of the learning process is allowed only for internal use by Matena for analytical purposes.
- D4. With a preference for **maximal interaction possibilities** during group learning and teaching, Matena avoids learning environments and platforms which significantly limit such possibilities, unless an objective limitation or exceptional circumstance exists. Individual participation in group learning or teaching is permitted in a learning environment other than the provided one only if an objective limitation or exceptional circumstance exists.
- D5. To ensure proper delivery of its learning programs, Matena cares about the **fatigue, rest, and recreation** of learners. If no specific reason exists, a continuous session of teaching should not last longer than 2 hours. A break with a minimal duration of 10 minutes should follow each session. During a full-day learning (6 hours or more) at least one break with a minimal duration of 45 minutes should be scheduled. If any food and/or beverage is planned to be provided during the breaks, then such food and/or beverage should be selected to help and not to hamper the subsequent learning activities.
- D6. To ensure effective interactions in the group of learners and additional benefits for them, Matena promotes educational, business, and social **networking** throughout a learning program.
- D7. To support the learning management and networking, and to address organizational issues effectively, a private **communication channel** is created and used for each

group. All the learners of a group should have access to the channel and follow the notifications.

- D8. The same or a separate communication channel is used to ensure access to the **learning materials**. Further sharing of the learning materials by a learner is prohibited.

E. Certification and Alumni Policy

- E1. **Certification** is a formal confirmation that a learner meets the completion standards defined for the corresponding learning program and has executed all the obligations defined in the contract.
- E2. A **document of completion** (certificate or diploma) is issued as shareable proof of certification. The document number, learner's full name, title of the learning program, workload, and the date of issue are indicated on a document of completion issued by Matena.
- E3. If a **joint document of completion** is issued, then the names of partner organizations are indicated on the document of completion.
- E4. If **multiple documents of completion** are issued, then partner organizations decide about the structure of their document of completion. If a learner who has been enrolled in Matena or has signed a contract with Matena, does not meet the completion standards defined in the corresponding learning program or has not executed all the obligations defined in the contract, then none of the multiple documents of completion is awarded.
- E5. If all the obligations defined in the contract are executed, but the completion standards have not been met, then a learner receives only a **reference document**. The learner's full name, title of the learning program, and the date of issue are indicated on a reference document.
- E6. If all the obligations defined in the contract are executed and the completion standards are met by at least 75%, then a learner receives the **right to retake** the previously deficient learning workload within a year, if Matena runs corresponding programs, modules, or stand-alone components.
- E7. As soon as a document of completion is awarded, the learner obtains the **status of an alum**.
- E8. Matena promotes **alumni engagement** in its activities and policymaking and takes into consideration their interests while making decisions.
- E9. To promote the educational, business, and social interests of each alum, Matena ensures **opportunities for networking** between alumni.
- E10. To ensure effective engagement and networking, an **alumni organization** is formed. Matena guarantees autonomy of the alumni organization, which acts in accordance with the mission and strategy of Matena and the Matena Policies. The self-governance system of the alumni organization is defined by its charter. Matena does not limit formation of other autonomous organizations by alumni.
- E11. **Membership** to the alumni organization is granted to each alum upon graduation and is eliminated only by alum's request or by decision of the Director of Matena if an alum's membership endangers the good reputation of Matena or alumni organization.
- E12. Each alum is granted with **benefits** by Matena and the alumni organization, such as access to events and resources, discounts, etc. An alum is informed about the benefits upon graduation.

E13. An **alumni database** is developed to support the activities of Matena and the alumni organization. Matena maintains the database and is responsible for the data privacy of any sensitive information. The minimal set of data includes the alum's full name, the numbers of documents of completion, up-to-date information on occupation, email address, phone number.

F. External Communications Policy

- F1. **External communications** are communications with the involvement of at least one party which represents Matena at the time of communications, and at least one party which does not represent Matena at the time of communications.
- F2. Matena staff, faculty members, governing bodies and their members, learners, alumni, partner organizations, outsourced service providers are considered **Matena representatives** in specific communications when they are formally or informally associated with Matena, involved in a discussion about Matena, or their expressed thoughts and actions may be viewed as typical of Matena.
- F3. A Matena representative conducts **ethical communication**, communicating and acting in accordance with the values of Matena as an educational institution, with truthfulness and integrity, with respect for grammatical accuracy in both written and spoken communications, as well as promoting lifelong education and the values of Matena.
- F4. A Matena representative rejects **unethical communication**, avoiding any deceptive, misleading, or in any other way dishonest messages, disclosure of any sensitive information, involvement in gossip, any offer of providing the same or similar services without the involvement of Matena or approval by Matena.
- F5. Along with its communications with a particular party or parties, Matena conducts **depersonalized communications** through its official website and social media pages. Matena ensures that information on its website and social media pages is easily accessible, accurate and up-to-date.
- F6. Through depersonalized communications, Matena ensures **transparency** of policies, procedures, openly offered products, and processes unless a trade secret is exposed.

G. Teamwork Policy

- G1. **Teamwork and internal communications** are interactions and communications among Matena staff members, governing bodies and their members. Faculty members, representatives of partner organizations, or representatives of outsourced service providers may also be considered a party of teamwork and internal communications in specific cases when they have been intentionally involved in internal affairs of Matena.
- G2. Matena ensures a **safe working environment** as a prerequisite for effective teamwork and internal communications. A safe working environment includes physical safety, availability of tools, and psychological safety.
- G3. Matena ensures **physical safety** through providing a healthy environment with proper cleanliness, light, temperature, air, soundproofing, first aid medicine, with no harmful items; and implementation of security services and rules following which is obligatory for Matena staff members and other parties. An intentional action to the detriment of physical safety by a Matena staff member or another party is unacceptable.
- G4. Matena ensures **availability of tools** necessary for continuously effective work, such as equipment, software, stationery, and comfortable furniture. An intentional action of damaging the tools by a Matena staff member or another party is unacceptable.
- G5. Matena ensures **psychological safety** through setting fairness in every working aspect and equal application of principles, rules and regulations to each staff member; freedom of expressing ideas, concerns, and disagreements; initiative-friendly and innovation-friendly culture which encourages individual creativity; avoidance of conflict of interest by both Matena and a staff member or another party. An intentional action to the detriment of psychological safety by a Matena staff member or another party is unacceptable.
- G6. The option of **working from home** or other than the provided environment is acceptable if an objective limitation or exceptional circumstance exists, such as any kind of danger to health. In this case, a staff member working from home or other than the provided environment ensures proper connectivity and engagement.
- G7. To boost the efficiency of teamwork and internal communications, Matena develops its **team culture**, which is based on principles of commitment to the mission, work ownership, mutual support, collective learning, product absorption, and team behavior.
- G8. The principle of **commitment to the mission** obligates a Matena staff member or another party to act with commitment to the mission and organizational goals, contributing to the improvement of general performance and its indicators.
- G9. The principle of **work ownership** obligates a Matena staff member or another party to take ownership over defined responsibilities, corresponding processes and daily tasks and be accountable to the teammates, as well as to share ownership over yet undistributed work for the best of team spirit and efficiency.
- G10. Led by one's own work ownership and functional responsibilities, and work ownership and functional responsibilities of the teammates, a Matena staff member

(a task owner) may assign **tasks** to a teammate (an assignee). The assignee is to maintain transparency of the task completion progress to the task owner and immediately notify the task owner if an obstacle is foreseen to hinder the task completion within the allocated time. Such notification should include a description of the obstacle (lack of resources, conflicting priorities, personal limitations, etc.) and an estimated impact on the quality and time of task completion.

- G11. The principle of **mutual support** obligates a Matena staff member or another party to provide the teammates with assistance in a critical temporary situation when achievement of organizational goals is endangered.
- G12. The principle of **collective learning** obligates a Matena staff member or another party to learn from the teammates, accumulate knowledge by oneself, and share knowledge with the teammates when it can contribute to the enhancement of work-relevant skills and abilities.
- G13. The principle of **product absorption** obligates a Matena staff member or another party to absorb comprehended applicable ideas from the learning programs and other products into the teamwork.
- G14. The principle of **team behavior** obligates a Matena staff member or another party to act in accordance with the common code of conduct and rules, with respect for the teammates' coexistence in the workplace, their work, and resources. The principle of team behavior implies effective management of information and time.
- G15. To ensure effective **information management**, a Matena staff member or another party should make any non-sensitive information transparent for the teammates, proactively share any potentially crucial information, and avoid overburdening teammates with obviously non-relevant or non-crucial information. A Matena staff member or another party should use common channels and platforms for information exchange unless another consensus is achieved. A Matena staff member or another party should balance an effective tempo of information exchange and its fixation through records for future recoverability and clarity of information.
- G16. To ensure effective **time management**, a Matena staff member or another party should respect own deadlines and priorities, as well as the deadlines, priorities, and overall time resources of the teammates. A Matena staff member or another party should set reasonable deadlines.
- G17. With a belief in the effectiveness of both synergy and individual autonomy, as well as to ensure the availability of its staff for external and internal communications, Matena sets its **general working hours** with an acceptable level of flexibility. General working hours should be known to the public. The total weekly number of general working hours should not be more than 40 hours and the total daily number of general working hours should not be more than 8 hours.
- G18. For any activity with the necessity of attendance of a Matena staff member beyond the general working hours, **overtime working hours** are estimated and added to the account of working hours of a staff member who attended and whose attendance was necessary. Accumulated overtime working hours may be used for taking time off during general working hours if it does not disrupt processes at Matena.

- G19. A Matena staff member may use the available days of paid **vacation** during any period of the year if it does not disrupt processes at Matena.
- G20. To ensure sustainability and a good work-life balance, Matena provides competitive and fair **remuneration** to its staff members, in accordance with their responsibilities, talents, performance, and other professional factors.
- G21. The **recruitment** of the Matena staff is based on the peculiarities of specific job responsibilities and fitting the principles of team culture. Before permanent hire, each potential staff member passes through a probation period for up to 3 months with possible extension if necessary. By the end of the probation period, an assessment against job responsibilities and team culture is made by at least two predefined staff members. The final decision about hiring is made by the Director of Matena.
- G22. Any **discrimination** by gender, nationality, age, disability, citizenship, political belief, or religion is unacceptable in teamwork and internal communications.
- G23. Any breach of the Teamwork Policy by a staff member leads to **disciplinary action**, such as a verbal warning, a written warning, review or termination of a contract. Any breach of other parts of the Matena Policies by a staff member may lead to disciplinary action.

H. Resources and Financial Policy

- H1. Matena is a part of society and acts with **responsibility for resources** acquired, taking into consideration universal issues.
- H2. Matena strives to maximize reasonable **energy saving** by preventing energy waste in all the processes and daily activities.
- H3. Matena strives to maximize reasonable **paper saving** by preventing paper waste in all the processes and daily activities, and by preferring digital technologies if applicable.
- H4. Matena strives to maximize reasonable **food and water saving** by preventing food waste and water waste in all the processes and daily activities. Matena ensures availability of drinking water in standard quantities, at least two liters per person daily, for its staff during working hours, and faculty and learners during sessions and breaks.
- H5. Matena staff members and other parties should practice **responsible usage of Matena's property**, avoiding any action which leads to damage or catalyzes depreciation of the property.
- H6. At both levels of strategic decisions and daily activities, Matena and its staff members act responsibly in regard to **Matena's financial resources** through proper distribution, budgeting, pricing, and procurement.
- H7. The **distribution of financial resources** should be in accordance with strategic priorities. Matena and its staff members should avoid any spending which is not derived from the mission and organizational goals.
- H8. Matena practices **budgeting** for certain periods, products, and specific activities, to enhance predictability of spending and ensure financial health, as well as to estimate target indicators.
- H9. Matena implements a strategy of **pricing** for its products with consideration of all the tangible and intangible expenses, the strategic development of Matena, and pricing ethics. Any discount should be based on a reasoned judgment.
- H10. Through its strategy of **procurement**, Matena ensures its cooperation with service providers and suppliers which are best fit for purpose. Any decision about procurement is based on examination of at least three suitable alternatives if such a number of potential service providers or suppliers exists. In the case of a high level of satisfaction, the cooperation with a reliable service provider or supplier may be prolonged without a new examination of alternatives. Regardless of the level of satisfaction, any service provider or supplier undergoes periodic review with comparison to alternatives at least once every half-year, with the exception of services which require a longer provision period.
- H11. All the **financial information**, with the exception of data officially published on Matena's website, is trade secret and should not be exposed unless permitted by the Director of Matena.

I. Improvement Policy

- I1. Matena develops an **improvement-oriented mindset** of its staff members and other parties. A staff member should permanently seek improvements and should be open to criticism.
- I2. Matena develops a **culture of learning** within its staff, so that a staff member should develop oneself and the processes both independently and with the help of teammates, other parties, or if necessary, professional development programs.
- I3. Matena and its staff members conduct **periodical and ongoing evaluation** of all the processes to analyze the effectiveness and efficiency, and to discover possible improvements.
- I4. The **sources of data** for evaluation are formal feedback surveys conducted among the learners at the end of each learning program, informal ongoing feedback from learners and faculty members, observations by Matena staff members and other parties, marketing analytics, studies of external environment factors, any other reliable source of data relevant to any process. Obtained data is taken into account after being weighted by the validity of sources and specific data.
- I5. Periodical and ongoing evaluation goes along with **organizational and individual self-evaluation**. Through self-evaluation, Matena staff members and other parties should indicate factors which hinder perfection of processes and their performance. To ensure effective organizational and individual self-evaluation, a Matena staff member should develop and practice critical thinking.
- I6. A **review of the Matena Policies** is periodically conducted with the belief that all its components are objects of improvement, as well as the strategy, other policies and procedures, and any process.