



Center for Finance

HUMAN RESOURCES POLICY

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1 PURPOSE

The purpose of this Human Resources Policy is to establish clear and practical principles for managing human resources within the Center for Finance in a fair, transparent, and professional manner.

As a project-based organization, the Center for Finance engages staff, consultants, and collaborators on a flexible basis, aligned with project needs and organizational priorities.

This Policy aims to:

- Promote fair and transparent recruitment and engagement practices;
- Ensure respectful, inclusive, and professional working conditions;
- Support effective collaboration and performance in project-based work;
- Align human resource practices with applicable laws, donor requirements, and ESG principles;
- Foster a positive and accountable organizational culture.

This Policy complements other organizational policies, including the Code of Conduct, Safeguarding Policy, and Gender Equality Plan.

2 SCOPE

This Human Resources Policy applies to all individuals engaged by or working with the Center for Finance, regardless of the type or duration of their engagement.

The Policy applies to employees, consultants, experts, project staff, interns, and volunteers involved in the organization's activities.

Given the project-based nature of the organization, this Policy covers all forms of engagement, including short-term and long-term assignments, consultancy contracts, and project-based roles.

This Policy applies to all aspects of human resource management, including recruitment and selection, working conditions, performance, professional conduct, and well-being.

All individuals covered by this Policy are expected to comply with its provisions and contribute to a professional, respectful, and collaborative working environment.

The Center for Finance also promotes the application of these principles across its partnerships and expects similar standards of professionalism and conduct from external collaborators.

3 RECRUITMENT & ENGAGEMENT

The Center for Finance ensures that all recruitment and engagement processes are conducted in a fair, transparent, and merit-based manner.

Selection of employees, consultants, and collaborators is based on qualifications, experience, and the specific requirements of the role or project. The organization promotes equal opportunity and avoids any form of discrimination in recruitment and engagement processes.

Given the project-based nature of the organization, individuals may be engaged through various contractual arrangements, including employment contracts, consultancy agreements, or short-term project-based assignments. All engagements are formalized through appropriate agreements that clearly define roles, responsibilities, deliverables, and terms of engagement.

The organization ensures that recruitment and engagement decisions are properly documented and justified, particularly in the context of donor-funded projects.

Where relevant, the Center for Finance promotes open and competitive selection processes, especially for key roles and externally funded activities.

Through fair and transparent recruitment and engagement practices, the organization ensures that it engages qualified individuals and maintains credibility with partners and donors.

4 WORKING CONDITIONS & CONDUCT

The Center for Finance is committed to providing fair, respectful, and professional working conditions for all individuals engaged in its activities.

All individuals are expected to perform their duties with professionalism, integrity, and respect for others. Working relationships should be based on cooperation, mutual respect, and clear communication.

The organization ensures that roles, responsibilities, and expectations are clearly defined for all engagements. Individuals are expected to meet agreed deliverables, timelines, and quality standards.

The Center for Finance promotes a flexible and supportive working environment, recognizing the project-based nature of its work. At the same time, all individuals are expected to manage their responsibilities effectively and contribute to the achievement of project and organizational objectives.

All individuals must adhere to the Code of Conduct and other relevant organizational policies, including those related to safeguarding, anti-corruption, and data protection.

Any form of misconduct, inappropriate behavior, or failure to comply with organizational standards may result in corrective actions in accordance with applicable policies and agreements.

Through fair working conditions and clear expectations, the Center for Finance ensures effective collaboration and high-quality results.

5 EQUAL OPPORTUNITY & NON-DISCRIMINATION

The Center for Finance is committed to providing equal opportunities and ensuring fair and non-discriminatory treatment for all individuals engaged in its activities.

The organization does not tolerate discrimination on any grounds, including gender, age, ethnicity, religion, disability, sexual orientation, or any other personal characteristic. All individuals are treated with respect, fairness, and dignity.

Recruitment, engagement, and professional development decisions are based on merit, qualifications, and performance, without bias or discrimination.

The Center for Finance promotes an inclusive working environment that values diversity and encourages equal participation in all organizational activities.

This Policy is aligned with the organization's Gender Equality Plan and Safeguarding commitments, ensuring that equality and respect are embedded in all aspects of its work.

6 PERFORMANCE & DEVELOPMENT

The Center for Finance promotes a results-oriented and professional approach to performance across all its activities.

Performance is primarily assessed based on the quality, timeliness, and relevance of work delivered in relation to agreed roles, responsibilities, and project objectives. Individuals are expected to meet agreed deliverables and contribute effectively to project outcomes.

Given the project-based nature of the organization, performance management is closely linked to project implementation. Feedback is provided through regular communication, coordination meetings, and review of outputs.

The organization encourages continuous learning and professional development. Individuals are supported in strengthening their skills and competencies in line with project needs and organizational priorities.

Opportunities for development may include participation in trainings, knowledge-sharing activities, and involvement in diverse projects.

Through a practical and flexible approach to performance and development, the Center for Finance ensures high-quality outputs and continuous improvement.

7 HEALTH, SAFETY & WELLBEING

The Center for Finance is committed to promoting a safe, healthy, and supportive working environment for all individuals engaged in its activities.

The organization takes reasonable measures to ensure that working conditions do not pose risks to the physical or psychological well-being of individuals. This includes maintaining safe working environments during office-based work, events, and field activities.

The Center for Finance promotes a respectful and supportive workplace culture, where individuals feel safe to express concerns and seek support when needed. Particular attention is given to preventing stress, burnout, and inappropriate behavior.

Safeguarding principles are integrated into the organization's approach to well-being. Any concerns related to safety, misconduct, or inappropriate behavior must be reported and addressed in accordance with relevant organizational policies.

All individuals share responsibility for maintaining a safe and respectful working environment and are expected to act in a way that protects their own well-being and that of others.

Through its commitment to health, safety, and well-being, the Center for Finance supports a positive and productive working environment.

8 REVIEW, IMPLEMENTATION & FINAL PROVISIONS

This Human Resources Policy is an integral part of the governance and operational framework of the Center for Finance and is binding for all individuals within its scope.

The organization ensures that this Policy is communicated and applied across all engagements. Individuals are expected to be familiar with its provisions and to follow its principles in their daily work.

The Center for Finance is committed to periodically reviewing and updating this Policy to ensure its continued relevance and effectiveness. Updates may be made in response to changes in organizational practices, legal requirements, donor expectations, or lessons learned from implementation.

Management is responsible for overseeing the implementation of this Policy and ensuring that appropriate systems and practices are in place to support human resource management.

This Policy enters into force on the date of its approval by the management of the Center for Finance. The most recent version of the Policy is applicable and accessible to all relevant individuals.

Through fair and transparent human resource practices, the Center for Finance supports a professional, inclusive, and effective working environment.