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1. FOREWORD

Gender equality is one of the fundamental principles of a democratic society, sustainable development and contemporary European policy. It entails ensuring equal rights, opportunities, responsibilities and access to resources for all people, irrespective of sex, gender identity or any other characteristic.

Green Agro Solutions recognises that the effective development of the organisation, agricultural advisory services and international cooperation is possible only where an open, safe and inclusive working environment is established.

The organisation works to advance organic, regenerative, biodynamic and sustainable agriculture by supporting farmers, agricultural advisers, researchers, students and communities throughout Ukraine.

We believe that diversity of professional experience, balanced representation of women and men, equal access to professional development and non-discriminatory decision-making are essential conditions for delivering high-quality advisory services.

This Gender Equality Plan has been developed taking into account the criteria and recommendations of the Horizon Europe programme concerning Gender Equality Plans, and with the aim of integrating the principles of gender equality, non-discrimination and inclusion into the activities of Green Agro Solutions.

The Plan applies as an internal strategic document of the organisation irrespective of whether the Gender Equality Plan eligibility criterion applies to the organisation under a specific call or project.

The Plan is the organisation's strategic document for 2026–2028. It defines the governance arrangements for gender equality, mechanisms for implementing the relevant policy, procedures for monitoring results and arrangements for continuous improvement.

2. GENERAL INFORMATION ABOUT THE ORGANISATION

2.1. Name of the organisation

In Ukrainian:

Громадська спілка «Зелені Агро Рішення»

In English:

Green Agro Solutions PU (NGO)

2.2. Mission

The mission of the organisation is to promote the development of sustainable, organic, regenerative and biodynamic agriculture by providing independent agricultural advisory services, disseminating up-to-date knowledge, introducing innovative technologies, developing international cooperation and improving the competitiveness of Ukrainian farms.

2.3. Vision

The organisation aspires to become a leading national centre for independent agricultural advisory services, integrated into the European knowledge and innovation area and providing high-quality advisory services to farmers, agricultural enterprises, educational institutions and local authorities.

2.4. Main areas of activity

In accordance with the organisation's development concept, its main areas of activity are:

- development of organic production;
- regenerative agriculture;
- biodynamic agriculture;
- permaculture systems;
- agricultural advisory services;
- training for farmers;
- training of advisers;
- digitalisation of advisory services;
- international projects;
- support for innovation;
- cooperation with universities;
- professional development of young specialists;
- preparation of students for practical professional work;
- establishment of a national advisory support service for organic producers.

2.5. Organisational structure

At the time of approval of this Plan, the organisation's activities are carried out by the Head of the organisation and a network of independent consultants working under contractual arrangements and engaged in advisory, educational, research and international projects.

This model provides a high degree of organisational flexibility, enables the engagement of interdisciplinary expertise and ensures equal access for specialists to project activities irrespective of sex.

3. PURPOSE, SCOPE AND PRINCIPLES OF THE PLAN

3.1. Purpose of the Plan

The purpose of this Gender Equality Plan is to establish a systematic mechanism for integrating the principles of equality, non-discrimination and inclusion into all areas of activity of Green Agro Solutions.

The Plan establishes organisational mechanisms designed to ensure:

- equal access for women and men to participation in the organisation's activities;
- transparent procedures for employment-related and managerial decision-making;
- non-discrimination in the selection of experts;
- fair distribution of professional development opportunities;
- a safe working environment;
- a culture of mutual respect;
- integration of the gender dimension into the development of international projects.

3.2. Scope

This Plan applies to:

- the management of the organisation;
- independent consultants;
- experts;
- lecturers;
- trainers;
- project coordinators;
- volunteers;
- student interns;
- invited experts;
- persons involved in the implementation of international grants.

The principles of the Plan apply irrespective of:

- sex;
- age;
- marital or family status;
- disability;
- nationality;
- ethnic origin;
- religious beliefs;
- political views;
- place of residence;
- form of engagement with the organisation.

The provisions of the Plan apply to all forms of interaction with the organisation, including employment relationships, civil-law contracts, volunteering, traineeships, internships, participation in projects and working groups, and attendance at educational and public events.

Relevant requirements of this Plan shall be incorporated into contracts, terms of reference, rules for participation in events or other documents where the nature of the relevant legal or contractual relationship permits this.

3.3. Core principles

Equal opportunities

All persons shall have equal opportunities to participate in the activities of the organisation. No decision may be taken solely on the basis of a person's sex.

Non-discrimination

The organisation does not tolerate any form of discrimination.

Decisions concerning selection, engagement, appointment, allocation of responsibilities, professional development and termination of cooperation shall be based exclusively on:

- competence;
- professional experience;
- qualifications;
- ethical conduct;
- performance.

Transparency

All procedures for selecting consultants, experts and project coordinators shall be as open as possible. The same assessment criteria shall apply to all candidates.

Respect for human dignity

The organisation promotes a culture of mutual respect.

The following are not permitted:

- insults;
- sexist remarks;
- psychological pressure;
- humiliation;
- workplace bullying;
- bullying;
- sexual harassment.

Inclusion

The organisation seeks to create conditions in which participation in projects is accessible regardless of physical ability, place of residence or other personal circumstances.

4. REGULATORY AND METHODOLOGICAL FRAMEWORK

This Plan has been developed in accordance with relevant international, European and Ukrainian regulatory and policy documents.

4.1. International treaties and European Union instruments

In preparing the Plan, account was taken of the following:

- Treaty on European Union;
- Treaty on the Functioning of the European Union;
- Charter of Fundamental Rights of the European Union;
- Gender Equality Strategy 2020–2025;
- Horizon Europe Guidance on Gender Equality Plans;
- European Research Area Policy Agenda;
- guidance of the European Institute for Gender Equality (EIGE).

The organisation recognises gender equality as one of the key principles of the European Research Area.

Methodological documents issued by the European Commission and EIGE are used as a source of guidance for the development, implementation, monitoring and review of this Plan, unless otherwise expressly provided by the conditions of a specific call, grant agreement or other binding document.

4.2. Ukrainian legislation

The Plan takes into account the requirements of:

- the Constitution of Ukraine;
- the Law of Ukraine “On Ensuring Equal Rights and Opportunities for Women and Men”;
- the Law of Ukraine “On the Principles of Preventing and Combating Discrimination in Ukraine”;
- the Labour Code of Ukraine;
- the Law of Ukraine “On Public Associations”.

4.3. Internal documents

The Plan applies in conjunction with the Statute of Green Agro Solutions.

For the practical implementation of the Plan, the following internal documents are to be developed and approved during 2026:

- Equality, Diversity and Inclusion Policy;
- Code of Conduct;
- Policy on the Prevention of Harassment and Complaints-Handling Procedure;
- Research Ethics and Integrity Policy.

Following their approval, these documents shall apply in conjunction with this Plan.

5. INITIAL GENDER AUDIT

5.1. Purpose of the audit

The initial gender audit was conducted to assess the current state of gender equality within the organisation and establish baseline indicators for subsequent monitoring.

The initial quantitative audit covers the organisation's core expert team of eight consultants. It does not constitute a comprehensive audit of all persons who may be temporarily or periodically involved in the organisation's activities.

Subject to the availability of sufficient data, subsequent monitoring shall separately examine:

- the composition of the organisation's management;
- project managers and coordinators;
- members of project and expert teams;
- participants in training and professional development activities;
- engaged trainers and speakers;
- recipients of advisory and educational services.

5.2. Organisational model

A particular feature of Green Agro Solutions is that it does not have a large permanent staff.

The majority of work is carried out by independent consultants and experts engaged under contractual arrangements in accordance with their specialisation and the needs of individual projects.

This model provides:

- a high degree of professional flexibility;
- access to leading specialists;
- openness to new experts;
- the absence of formal barriers to the participation of women and men.

5.3. Gender composition

At the date of approval of the Plan, the core expert team consisted of eight consultants.

Women: 4 persons — 50%

Men: 4 persons — 50%

The initial quantitative analysis of the core team as at the date of approval of the Plan demonstrated equal representation of women and men among the eight consultants.

At the same time, this indicator alone is not sufficient to establish that there is no inequality in the distribution of leadership responsibilities, remuneration, professional opportunities, access to projects or participation in decision-making.

Future audits should examine:

- the distribution of leadership and coordination responsibilities;
- participation in decision-making;
- access to paid project functions;
- access to training, traineeships and conferences;

- distribution of workload;
- participation in public events as speakers;
- barriers associated with family responsibilities, place of residence or accessibility;
- aggregated results of anonymous surveys concerning organisational culture.

5.4. Strengths identified

The audit identified a number of positive features of the organisation:

- balanced representation of women and men in the core advisory team;
- openness of procedures for engaging experts;
- equal representation of women and men among consultants;
- a high degree of professional diversity;
- active participation of women in advisory activities;
- support for young professionals;
- cooperation with universities;
- readiness to integrate European governance standards.

5.5. Potential risks

Despite the positive initial position, the audit identified several potential risks:

- uneven representation of women among the managers of certain international projects;
- an insufficient number of young women among technical consultants;
- a risk of unconscious gender bias in the formation of expert groups;
- a need for systematic training of experts on gender equality principles.

6. STRATEGIC OBJECTIVES AND PRIORITIES FOR 2026–2028

6.1. Overall strategic objective

Green Agro Solutions regards gender equality as a key element of good governance, effective human resources management and successful implementation of international projects.

The strategic objective of this Plan is to establish, by the end of 2028, a sustainable governance system in which the principles of equality, non-discrimination and inclusion are integrated into all areas of the organisation's activities.

Achieving this objective requires not only maintaining gender balance among consultants, but also developing a culture of equal opportunities, transparent decision-making procedures, a safe working environment and integration of the gender dimension into the preparation and implementation of international projects.

6.2. Strategic Objective 1

Ensuring equal access to participation in the organisation's activities

Expected result

All candidates seeking to participate in the organisation's activities have equal opportunities irrespective of sex.

Main tasks

- ensure open procedures for engaging consultants;

- apply the same assessment criteria to all candidates;
- prevent discriminatory requirements in calls and vacancy notices;
- support gender-balanced expert groups.

Indicators

- all calls and vacancy notices are reviewed for non-discriminatory wording;
- women account for no less than 40% of consultants;
- men account for no less than 40% of consultants;
- no confirmed cases of discrimination.

The target representation range is used as a monitoring and planning indicator. It does not constitute an automatic quota or an independent basis for taking a decision concerning a particular candidate.

Selection shall take into account professional competence, experience, the requirements of the specific project and the principle of non-discrimination.

6.3. Strategic Objective 2

Creating an inclusive working environment

The organisation shall ensure an environment in which every person can work without fear of discrimination, psychological pressure or biased treatment.

The main areas of activity are:

- promoting a culture of mutual respect;
- preventing conflicts;
- preventing workplace bullying;
- preventing sexual harassment;
- providing a confidential complaints mechanism.

Indicators

- all experts are familiar with the Code of Conduct;
- all consultants are familiar with the Equality, Diversity and Inclusion Policy;
- a confidential complaints-handling procedure is operational.

The organisation shall provide at least two channels for submitting complaints:

1. to the person responsible for gender equality;
2. to an alternative authorised recipient where the complaint concerns the responsible person or the Head of the organisation.

The arrangements for submitting, registering, examining and documenting complaints, the applicable time limits, confidentiality measures, protection against retaliation and possible response measures shall be governed by a separate Policy on the Prevention of Harassment and Complaints-Handling Procedure.

6.4. Strategic Objective 3

Equal opportunities for professional development

The organisation recognises professional development as a key factor in ensuring equality.

All consultants shall have equal access to:

- educational programmes;
- training courses;
- international traineeships;
- conferences;
- webinars;
- certification programmes;
- academic mobility programmes;
- participation in international consortia.

Indicators

- at least one training or awareness-raising activity on gender equality, non-discrimination and unconscious gender bias is conducted annually;
- information concerning all professional development opportunities is openly accessible;
- transparent criteria are applied when selecting participants for international activities.

6.5. Strategic Objective 4

Promoting work–life balance

The organisation recognises that family responsibilities, care for children or other family members, health status, disability, place of residence and security circumstances may affect a person's ability to participate in the organisation's activities.

Within the limits of available resources, the organisation shall:

- provide opportunities for remote or hybrid participation;
- plan meetings and events sufficiently in advance;
- hold working meetings at reasonable working hours whenever possible;
- avoid holding mandatory activities on weekends and public holidays without objective justification;
- take into account reasonable needs of persons with family responsibilities;
- prevent less favourable treatment on grounds of pregnancy, maternity, paternity, parental leave or family responsibilities;
- ensure that information about remote participation opportunities is accessible.

Indicators

- proportion of activities for which remote participation is available where technically and organisationally feasible;
- number of substantiated requests for adaptation of the participation format;
- results of periodic participant surveys concerning the convenience and accessibility of work arrangements and events.

6.6. Strategic Objective 5

Integrating the gender dimension into international projects

When preparing project proposals, the organisation seeks to take account of the gender dimension in accordance with European Commission guidance.

This includes:

- analysing the potential impact of the project on different groups of beneficiaries;
- ensuring balanced representation among experts;
- using gender-neutral and inclusive language;
- collecting sex-disaggregated data where appropriate;
- taking into account the needs of women and men when planning training activities.

Gender balance within a project team does not replace analysis of the gender dimension in the content of research, innovation, education or advisory activities.

When preparing new projects, the responsible team shall determine:

1. whether sex, gender or related social factors may affect the definition of the problem;
2. whether data should be disaggregated by sex or other relevant characteristics;
3. whether needs, risks, access to resources or expected outcomes differ between groups;
4. whether research, advisory, training or communication methods need to be adapted;
5. where the gender dimension is not relevant, how that conclusion is justified.

The results of this analysis shall be reflected in the project proposal or in an internal project preparation checklist, where applicable.

6.7. Strategic Objective 6

Strengthening institutional capacity

By the end of 2028, the organisation shall establish a gender equality governance system aligned with European practice.

This shall include:

- regular updating of this Plan;
- annual monitoring;
- analysis of statistical indicators;
- internal audits;
- improvement of internal policies.

7. SMART OBJECTIVES

The following SMART objectives are established to support effective implementation of the Plan.

SMART Objective 1

By December 2028, maintain balanced representation of women and men among consultants, with each sex accounting for no less than 40%.

SMART Objective 2

During 2026, develop and approve four supporting internal documents:

- Equality, Diversity and Inclusion Policy;
- Code of Conduct;
- Policy on the Prevention of Harassment and Complaints-Handling Procedure;
- Research Ethics and Integrity Policy.

The principles of gender-sensitive recruitment and engagement of consultants and experts are governed by Section 11 of this Plan.

SMART Objective 3

Starting in 2026, conduct annual monitoring of the implementation of the Plan, prepare a report based on the established indicators, have the report approved and publish it on the organisation's official website.

SMART Objective 4

Starting in 2026, conduct at least one annual training or awareness-raising activity on gender equality, non-discrimination and unconscious gender bias for consultants, project coordinators and persons involved in managerial decision-making.

The training shall cover at least:

- the fundamentals of gender equality and non-discrimination;
- unconscious gender bias;
- non-discriminatory recruitment;
- prevention of sexual harassment and workplace bullying;
- procedures for submitting and handling complaints;
- integration of the gender dimension into research and projects.

Newly engaged persons shall receive introductory information about the Plan and related policies.

SMART Objective 5

For all new international projects coordinated by the organisation after approval of the Plan, include an analysis of the gender dimension in accordance with the requirements of Horizon Europe or another donor programme, where such requirements apply.

8. KEY PERFORMANCE INDICATORS (KPIs)

The following indicators shall be used to assess implementation of the Plan:

Indicator	Baseline value, 2026	Target for 2028
Proportion of women among consultants	50%	No less than 40%
Proportion of men among consultants	50%	No less than 40%
Internal audits conducted	0	3
Gender equality training activities	0	At least one annually
Proportion of active consultants familiar with the complaints procedure	0%	100%
Proportion of complaints handled confidentially and within the established time limit	Baseline to be established	100%
Confirmed cases of retaliation against persons who submitted complaints in good faith	0	0
Internal policies approved	0	4
Projects incorporating the gender dimension	Baseline to be established	100% of new projects where applicable
Annual report on implementation of the Plan published on the website	0	One report for each reporting year

9. ACTION PLAN FOR 2026–2028

Action	Deadline	Responsible person	Expected result
Approval of the Gender Equality Plan	Q1 2026	Head of the organisation	Plan enters into force
Appointment of a person responsible for gender equality	Within 30 days following approval of the amendments	Head of the organisation	Relevant decision issued
Establishment of an alternative complaints channel	At the same time as appointment of the responsible person	Head of the organisation	Two channels established
Approval of the Equality, Diversity and Inclusion Policy	Q2 2026	Head of the organisation	Policy approved
Adoption of the Code of Conduct	Q2 2026	Head of the organisation	Code enters into force
First training session for consultants	Q3 2026	Training Coordinator	Awareness increased
First internal audit	Q4 2026	Person responsible for monitoring	Report prepared
Annual data collection	Q4 of each year	Responsible person	Anonymised set of indicators compiled
Preparation of the annual report	By 31 March of the following year	Responsible person	Report approved
Publication of the annual report	By 31 March of the following year	Responsible person	Report published
Training on gender equality and bias	At least once per year	Responsible person	Training delivered
Anonymous organisational culture survey	At least once every two years	Responsible person	Aggregated analysis prepared
Review of indicators	Annually	Head of the organisation	Updated Plan
Review of the Gender Equality Plan	Q4 2028, or earlier where necessary	Head of the organisation and responsible person	New version prepared

10. GENDER EQUALITY GOVERNANCE SYSTEM

10.1. General provisions

Effective implementation of this Plan requires a clear allocation of responsibilities among the organisation's management, consultants and other persons involved in the implementation of programmes, projects and advisory services.

As Green Agro Solutions operates primarily through cooperation with independent experts and consultants, the gender equality governance system shall be integrated into the organisation's existing management model without establishing a separate structural unit.

All persons performing work on behalf of the organisation, irrespective of the form of engagement, are required to comply with this Plan.

Overall responsibility for implementation of the Plan rests with the Head of Green Agro Solutions.

10.2. Person responsible for gender equality

A person responsible for gender equality shall be appointed by decision of the Head of the organisation to coordinate implementation of the Plan.

The responsible person shall:

- coordinate implementation of the actions under the Plan;
- organise the collection and aggregation of data;
- prepare the draft annual report;
- coordinate training and awareness-raising activities;
- provide methodological support to project teams;
- monitor whether internal documents remain up to date;
- receive complaints in accordance with the applicable procedure;
- submit proposals to the Head concerning review of the Plan.

10.3. Alternative authorised person

Where a complaint or issue concerns the person responsible for gender equality or the Head of the organisation, it shall be submitted to an alternative authorised recipient designated by a separate decision.

10.4. Coordinator and resources

The Head of Green Agro Solutions shall act as Coordinator for implementation of the Plan.

The organisation shall support implementation of the Plan by allocating the necessary human, time, organisational and information resources.

Within approved budgets and available financial resources, the organisation shall provide resources for:

- data collection and analysis;
- organisation of training;
- preparation and publication of reports;
- accessibility of activities;
- engagement of external specialists where the required expertise is not available within the organisation;
- improvement of internal policies and procedures.

When preparing budgets for international projects, and where permitted by the rules of the relevant programme, costs associated with implementing gender equality and inclusion measures shall be included.

10.5. Responsibilities of project coordinators

Each coordinator of an international or national project shall be responsible for integrating gender equality principles within the relevant project.

Their responsibilities include:

- ensuring equal opportunities for participation;
- preventing discriminatory practices;

- integrating the gender dimension when planning activities;
- using inclusive language in documents;
- preparing information for annual monitoring.

10.6. Responsibilities of consultants and experts

Each consultant cooperating with the organisation shall:

- respect the rights of others;
- comply with the principles of non-discrimination;
- refrain from any form of sexism;
- report cases of discrimination;
- contribute to a safe working environment;
- participate in gender equality training where relevant programmes are available.

11. GENDER-SENSITIVE RECRUITMENT AND ENGAGEMENT OF EXPERTS

11.1. General principles

The organisation applies the principle of equal opportunities at every stage of engaging consultants, experts, lecturers, trainers and other specialists.

Candidates shall be selected exclusively on the basis of:

- professional competence;
- education;
- practical experience;
- professional reputation;
- compliance with the requirements of the specific project.

A candidate's sex shall not be used as a selection criterion.

11.2. Preparation of vacancy notices and calls

All notices seeking consultants shall:

- use gender-neutral wording;
- contain no discriminatory requirements;
- be open to all qualified candidates;
- include a statement concerning the organisation's commitment to equality.

The following types of wording shall not be permitted:

- "male candidate required";
- "preference will be given to women";
- "young specialist", unless objectively justified by legislation or by the nature of the relevant programme.

11.3. Selection of candidates

A standardised assessment form should be used when evaluating candidates.

The main criteria shall be:

- education;

- professional experience;
- subject-matter knowledge;
- experience of international cooperation;
- communication skills;
- ability to work in a team;
- willingness to comply with the organisation's Code of Conduct.

Where several candidates have equal qualifications, preference may be given to an outcome that contributes to more balanced representation within the team, provided that this does not conflict with the principle of selection on the basis of professional merit.

12. PROFESSIONAL DEVELOPMENT AND TRAINING

The organisation recognises training as one of the principal instruments for promoting equality.

All consultants shall have equal access to:

- internal training programmes;
- international training courses;
- Erasmus+ programmes;
- Horizon Europe activities;
- conferences;
- field demonstrations;
- traineeships;
- webinars;
- continuing professional development programmes.

Transparent criteria shall be applied when selecting participants for training activities.

12.1. Training topics

Annual training should address the following topics:

- gender equality;
- non-discrimination;
- conflict prevention;
- ethics of agricultural advisory work;
- inclusive communication;
- human rights;
- Horizon Europe requirements concerning Gender Equality Plans;
- the gender dimension in research;
- diversity management.

13. WORK-LIFE BALANCE

The organisation supports the principle of achieving an appropriate balance between professional responsibilities and personal life.

When planning work, consideration should be given to:

- consultants' family circumstances;
- opportunities for remote participation;
- flexible scheduling of tasks;
- the time zones of international partners;
- responsibilities for caring for children or other family members;

- participants' health status.

Where possible, online formats shall be used as a means of increasing accessibility and participation.

13.1. Inclusive events

The organisation seeks to ensure that training activities are as accessible as possible.

When preparing conferences, seminars and training sessions, consideration should be given to:

- accessibility of premises;
- availability of online participation;
- clear and accessible information materials;
- reasonable scheduling;
- diversity among speakers.

14. PREVENTION OF DISCRIMINATION, WORKPLACE BULLYING AND HARASSMENT

Green Agro Solutions applies a zero-tolerance approach to any form of discrimination, psychological violence, workplace bullying, bullying or sexual harassment.

Any conduct that undermines human dignity or creates a hostile, offensive or unsafe environment is unacceptable, irrespective of the status of the person concerned.

Unacceptable conduct includes, but is not limited to:

- sexist remarks;
- offensive comments concerning sex or gender identity;
- unwelcome sexual suggestions or advances;
- psychological pressure;
- systematic humiliation or exclusion of a person;
- any form of harassment associated with sex or another protected characteristic.

Every person cooperating with the organisation has the right to report such conduct without fear of retaliation or other adverse consequences.

15. PROCEDURE FOR SUBMITTING AND HANDLING COMPLAINTS

15.1. General provisions

Green Agro Solutions guarantees every person the right to report discrimination, unequal treatment, workplace bullying, bullying, sexual harassment or other violations of the principles established by this Plan.

No person shall suffer adverse consequences as a result of reporting a suspected violation in good faith.

All complaints shall be handled confidentially, objectively and impartially.

15.2. Persons entitled to submit a complaint

Complaints may be submitted by:

- consultants;

- experts;
- employees, where applicable;
- student interns;
- volunteers;
- participants in training activities;
- representatives of partner organisations;
- other persons interacting with the organisation.

15.3. Form of complaint

A complaint may be submitted:

- in writing;
- electronically;
- orally, followed by written documentation.

Where possible, the complaint should include:

- the date of the incident;
- the place of the incident;
- a description of the circumstances;
- details of any potential witnesses;
- documents or other materials, where available.

The absence of any particular item of information shall not automatically constitute grounds for refusing to examine the complaint.

15.4. Complaints-handling procedure

Upon receipt of a complaint, the Head of the organisation or a person designated by the Head shall:

1. register the complaint;
2. acknowledge receipt;
3. request additional information where necessary;
4. conduct an internal review;
5. take a decision;
6. inform the complainant of the outcome.

The complaint should be handled within 30 calendar days unless the circumstances require additional examination.

15.5. Protection of the complainant

The organisation guarantees:

- confidentiality;
- protection against retaliation;
- equal treatment;
- objective handling of the complaint;
- respect for the dignity of all persons involved in the procedure.

16. MONITORING THE IMPLEMENTATION OF THE PLAN

16.1. Purpose of monitoring

Monitoring shall be carried out to assess the effectiveness of implementation of the Plan and to enable necessary changes to be introduced in a timely manner.

Monitoring shall be based on the principles of:

- objectivity;
- transparency;
- reliability;
- regularity;
- use of factual data.

16.2. Frequency

Monitoring shall be conducted annually.

Additional reviews may be conducted where necessary.

16.3. Main indicators

The following shall be analysed annually:

- gender composition of consultants;
- gender composition of expert groups;
- participation of women and men in international projects;
- participation in training activities;
- number of complaints received;
- outcomes of complaints;
- implementation of the Action Plan;
- need for amendments to internal policies.

17. TRAINING AND AWARENESS-RAISING

The organisation shall conduct at least one training or awareness-raising activity per year on gender equality, non-discrimination and unconscious gender bias.

Advanced training shall be provided to persons who:

- make managerial decisions;
- participate in the selection of consultants and experts;
- coordinate international projects;
- handle complaints;
- develop research, training or advisory programmes.

All newly engaged persons shall be familiarised with this Plan, the Equality, Diversity and Inclusion Policy, the Code of Conduct and the complaints procedure.

Training shall be documented, including the date, subject, format, target group and number of participants.

Participants' personal data shall not be published without an appropriate legal basis.

18. ANNUAL REPORTING

The annual report shall contain:

1. a brief description of activities conducted;
2. an analysis of implementation of the SMART objectives;
3. an assessment of KPI achievement;
4. statistical indicators;
5. information on training activities;
6. information concerning complaints;
7. recommendations for improvement.

The annual report shall be approved by the Head of the organisation.

A concise aggregated summary of the monitoring results shall be published on the organisation's official website without personal data or information that could allow a specific individual to be identified.

19. RISK ASSESSMENT

The following risks may arise during implementation of the Plan:

Risk	Likelihood	Impact	Mitigation measure
Low awareness among consultants concerning gender equality	Medium	Medium	Regular training
Formalistic approach to implementation of the Plan	Medium	High	Annual monitoring and reporting
Insufficient integration of the gender dimension into international projects	Medium	High	Review of proposals before submission
Absence of complaints due to fear of adverse consequences	Low	High	Confidentiality guarantees and protection of complainants
Changes in legislation or donor requirements	Medium	Medium	Periodic review of the Plan

20. REVIEW AND UPDATING OF THE PLAN

The Plan shall be reviewed:

- following annual monitoring;
- where the organisation's structure or number of persons involved changes substantially;
- where the requirements of relevant European Union programmes change;
- where systemic problems or shortcomings in internal procedures are identified;
- no later than Q4 2028, for the purpose of preparing a Plan for the subsequent period.

Changes affecting the objectives, actions, responsible persons, resources, KPIs or procedures shall be approved by the same body or official authorised to approve the Plan.

Technical corrections that do not alter the substance of the document may be made by issuing an updated copy indicating the date of the technical update.

All amendments shall be approved by decision of the Head of Green Agro Solutions.

21. FINAL PROVISIONS

Green Agro Solutions confirms its commitment to the principles of equality, respect for human dignity, non-discrimination and inclusion.

Implementation of this Plan is an integral part of the organisation's strategic development, the improvement of advisory service quality, the strengthening of international partnerships and alignment with European governance standards.

The organisation regards gender equality not merely as a requirement of international programmes, but as an element of modern governance that contributes to effectiveness, innovation and the confidence of partners and society.

ANNEX A

BASELINE INDICATORS AS AT 12 JANUARY 2026

Indicator	Value
Number of consultants	8
Women	4
Men	4
Proportion of women	50%
Proportion of men	50%
Approved Gender Equality Plan	Yes
Annual monitoring	Provided for
Non-discrimination policy	Being developed / subject to separate approval
Code of Conduct	Being developed / subject to separate approval

ANNEX B

ANNUAL MONITORING TEMPLATE

1. General information concerning the reporting period.
2. Number of consultants and experts.
3. Gender distribution.
4. Participation in projects.
5. Participation in training.
6. Activities implemented under the Gender Equality Plan.
7. Complaints concerning discrimination.
8. Response measures.
9. Achievement of KPIs.
10. Proposals for improving the Plan.

ANNEX C

KEY TERMS

Gender equality means equality of rights, opportunities, responsibilities and treatment irrespective of sex.

Non-discrimination means the prevention of any unjustified restriction of rights on grounds of sex or any other protected characteristic.

Inclusion means the creation of conditions enabling all persons to participate equally in the organisation's activities.

Gender dimension means taking into account possible differences in the impact of policies, programmes or projects on different groups of people when planning, implementing and evaluating them.

APPROVED BY

Head of Green Agro Solutions Public Union

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