



Solvoyo Code of Ethics & Behavior

What do we aim with Solvoyo Code of Behavior?

This guidebook is created to introduce you to Solvoyo. The information you'll find here applies to all Solvoyo employees and reflects our principles towards customers and business ethics.

The guidebook is a summary of our policies, which are presented here for informational purposes and information is provided in three main sections: Company overview, work ethics and employee processes such as working conditions, benefits, and policies.

As well as delighting our customers, we strive to provide our employees a delightful and fruitful experience working in Solvoyo and what you will read in this guidebook thrives to achieve this.

The principles you will read in this guidebook has International validity and applies to all Solvoyo offices. Each Solvoyo employee is responsible for reading, understanding, and adhering to the provisions of this guidebook. Human Rights protocol and legal compliances are credited in all our operations.

Main ethics and work principles we apply in Solvoyo are:

- We respect laws and apply all necessities in our business.
- All our employees work in fair terms and this is preserved by signed employment agreements.
- We value equality of humans and respect individual differences. We do not discriminate in employment opportunities or practices because of race, sex, national origin, color, religion, age or disability
- We care about work-life balance and provide flexibility on working
- We follow latest trends, research and benchmarks whilst establishing our system and processes.
- We ensure compensation of all employees are fair
- We believe in transparency in communication, ensure justice to build trust
- We do not tolerate mobbing, bullying, retaliation and harassment in any circumstances.
- We comply with all necessities to protect our employees in terms of Health, Safety, and Wellness.
- We conduct business with high environmental awareness and respect sustainability.



Table Of Content

Section I. Understanding Solvoyo

1. About Solvoyo
2. Our Value Proposition
3. Our Values
4. Organizational Structure
 - 4.1. Business Functions
 - 4.2. Organization Chart

Section II. Work Ethics

1. Code of Behavior
2. Anti-Bribery & Anti Corruption
3. Conflict of Interest
4. Gift & Hospitality
5. Non-Disclosure and Confidentiality Agreement
6. Safeguarding Information and Property
7. Product Quality and Responsible Innovation

Section III. Employee Processes & Application

1. Overview
2. Purpose
3. Field of Application
4. Employment
 - 4.1. Employment Relationship
 - 4.2. Employment Status
 - 4.3. Employee Duties
 - 4.4. Recruitment & Selection of Employees
 - 4.5. New Employee Orientation & Onboarding
 - 4.6. Probationary Period For New Employees
5. Rules and Work Procedures
 - 5.1. Office Rules and Work Hours
 - 5.2. Effective Working Rules and Project Tracking and Communication
 - 5.3. Home Office Application

Tools



5.4 Emergency Closings or Mandatory Change in The Work Model

5.5 Vacation

5.6 Holidays

5.7 Military Leave

5.8 Health

5.9 Work Safety

6. Compensation & Benefits and Other Payment Related Standards

6.1 Salary Policy

6.2. Benefits and Services

6.3 Bonus Payment

6.4 Payday

6.5 Expense reimbursement

7. Performance Process

7.1 Development Matrix

7.2 Objectives & Key Results Performance Methodology

7.3 Townhall Meetings

8. Learning & Development

8.1. Structured Learning

8.2 Learning from others

8.3 Learning from experience



Section I. Solvoyo Code of Behavior

1. About Solvoyo

Deploying more than 40 projects worldwide, solving the toughest supply chain planning problems, our growth and long-term viability are based on four ethical values that guide all our activities:

Human Equality, Integrity, Mutual Respect, Sustainability

The Code of Conduct reflects how we practice these values every day. It explains our commitments and expectations towards our stakeholders and provides guidance for all Solvoyo members.

In Solvoyo, our mission is to proliferate supply chain proficiency to all who desire it. In order to provide a singular, simple, and satisfying solution, we have built a next-generation platform with one goal in mind: This is going to be the only supply chain planning platform a customer would ever have to use. Our vision is to become the global leader in providing end-to-end autonomous supply chain decision software.

Solvoyo premises, a scalable and profitable B2B SaaS business model with solution templates made up of lego-like products that can be implemented fast and maintained easily.

We believe that what will carry us from our mission to our vision is the cultural values we have created for both our employees and customers.

Our brand culture reflects these virtues:

Inspiring
Dynamic
Empowering
Customer-Centric

In the values we create for our employees, **intellectual curiosity** is at the center. We **inspire** our employees to always learn more about how to improve their business as well as their relationship with their customers. Our business environment is very **dynamic** as we constantly adapt to innovations in the field as well as the changing needs of our customers.

Each of our employees is **empowered** towards being the leader of what they do. Our employees are action-oriented, they set a goal and go for it.

Our **Customer Centricity** approach is the main driver of how we bring value to our customers. At Solvoyo, we not only want to ensure customers reach their expected goals, be it cash, cost, or service improvements or workforce productivity, we also aim for our customers to have the right experience interacting with our platform and our teams. Our vision of Customer Success is to help our customers to achieve expected results by enhancing their experience and providing them with optimum service and fast delivery. Our governance structure ensures that there is continuous monitoring of mutually selected business metrics so that we can drive continuous learning and improvement in both of our organizations. We place customer satisfaction and frictionless interactions at the core of each decision.

We aim to provide a singular, simple and satisfying solution to address all our Customers'

supply chain planning needs. On the journey to reach our goal we know that trust among all our customers and all employees is the building block. With this ambition we invite you to read this Guidebook.

2. Our Value Proposition

Our Vision

Be a global leader for end-to-end autonomous supply chain decisions

Our Mission

Our mission is to automate Supply Chain decision making that drives real business results and enables continuous improvement.



What we Provide

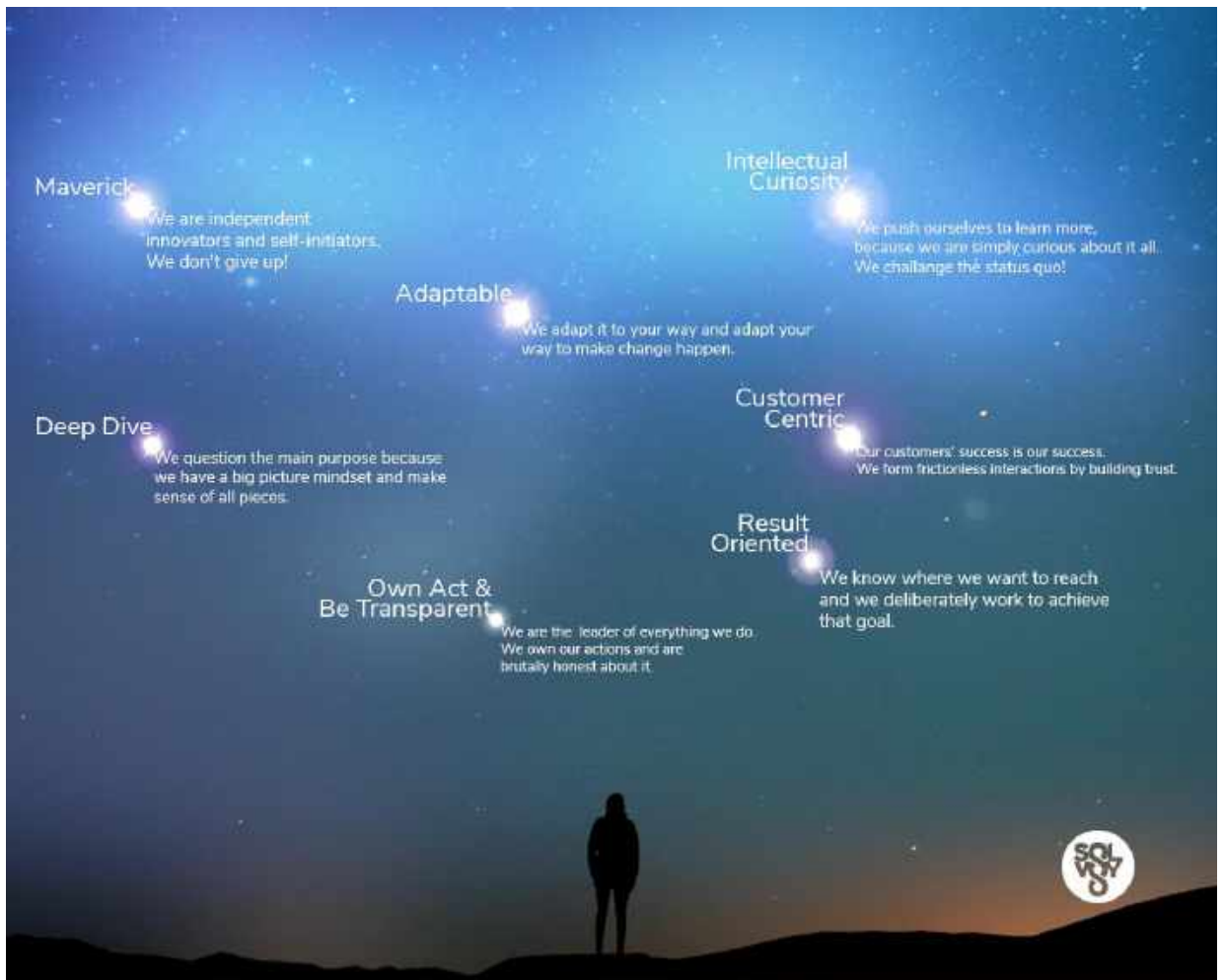
No matter where you are in your supply chain journey, together we can fulfill your vision



- Analyses for insights and diagnosis
- Predictive alerts for proactive action
- Intelligent plans
- AI, ML and other quantitative methods
- Optimization across silos
- Vertical alignment in strategic, tactical and operational decisions

- Decisions suitable for automation
- Exception-based automated actions
- Totally autonomous actions
- Processed made future ready
- Vision fulfilled!

3. Our Values





4. Organizational Structure

4.1 Business Functions

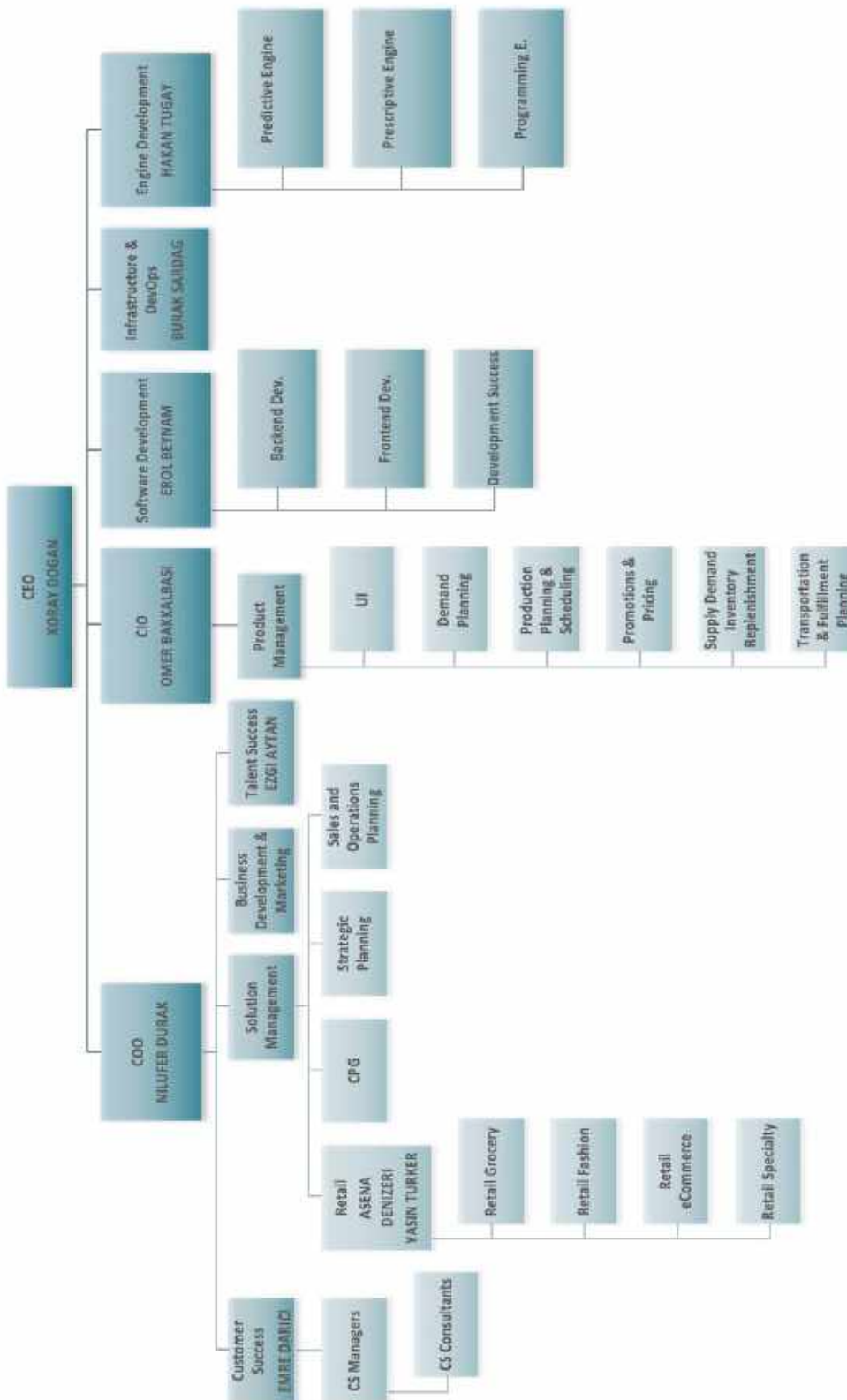
In Solvoyo, there are 6 core business functions, support functions and Management team consisting 3 executive officers and 5 directors.

Customer Success Team	Responsible for onboarding and post-go-live processes of projects. Conceptual design, modeling, project and customer management are core functions
Development Team	Consisting of Software Development (Backend, Frontend, Testing functions) and Infrastructure & Devops
Product Team	Responsible for enabling repeatable deployment of all Solvoyo products on our SaaS platform as services
Solution Team	Responsible for creating and maintaining Solvoyo's software solutions with CPG and Retail sectoral focus.
Growth Team	Presales, Sales & Digital/ Inbound Marketing activities are held by this function
R&D and Lab Team	Research on optimization, operations research and Solvoyo engine developments are carried out by this function
Talent Success Team	Responsible for Human Resources activities including organizational development and creating a sustainable learning organization
Accounting Team	Responsible for all financial activities and cash-flow
Management Team	Members are: Chief Executive Officer Chief Operations Officer



	Chief Innovation Officer Customer Success Director Software Development Director Solution Management Director
--	--

4.2. Organization Chart





Section II. Work Ethics

1. Code of Behavior

- This document, named “Solvoyo Code of Behavior” covers standards of ethics and conduct for Solvoyo. These standards execution following the codes are expected from all Solvoyo employees, in conducting business and doing their jobs.
- Deviating from company rules and standards can lead to disciplinary action, including termination of employment (see Termination section 4.9)
- With this document Solvoyo ensures transparent and fair procedures to each of its employees. Through providing this information conflicts that may arise within the employer and employee will be resolved in an unbiased and fair manner, with causing no harm to professional work relationships.

2. Anti-Bribery & Anti Corruption

- Solvoyo is against gaining or providing advantages in all commercial dealings undertaken by suppliers or any other third parties.
- Bribery and corruption that may be taking place in the form of cash payments, social benefits, donations, gifts, and hosting will never be accepted.
- All business partners, customers and suppliers that Solvoyo buys or provides products and services binded with this policy and related regulations. Any Solvoyo employee complying with the conditions will have disciplinary results, that may end with termination (see 4.9)
- Employees are informed via procedures and trained in order to notice and not to accept any bribe or corruption.

3. Conflict of Interest

- Each employee declares not to have direct or indirect interests in an institution or company in competition or client or subcontractor only if there is an agreement with the employer. (Do not compete in the area of activity).
- Each employee declares not to disclose information relating to techniques, technology, software systems, internal documents and customer data/information.



- Solvoyo declares, all and any conflict of interest in any business dealings with a client, so that the client can take necessary actions.
- If any ownership or beneficial interest exists and is known of, Solvoyo is responsible for declaring it to the client, prior to any business relationship being established with the client.

4. Gift and Hospitality

- Any product or service that does not require a financial value or payment and given in presence of a business relationship shall be presented in public and should be unconditional.
- Symbolic gifts with low financial value may be accepted. If the gift has financial or commercial value, or not offered unconditionally it must be denied.
- Neither presenting nor receiving gifts should not be frequent.
- All related managerial parties should always be informed in case of receipt of a gift.

5. Non-Disclosure and Confidentiality Agreement

- Protecting confidential business information is essential to the success of Solvoyo.
- Such confidential information includes (but is not limited to): pending projects and proposals, proprietary production processes, compensation data, personnel/payroll records, financial information, marketing strategies, and conversations with people associated with Solvoyo.
- As a condition of employment, employees must sign a non-disclosure and confidentiality agreement. Employees improperly disclosing or using confidential business information or trade secrets are subject to disciplinary action, including termination and legal action, even if the disclosure does not benefit them.

6. Safeguarding Information and Property

- All intellectual property rights of Solvoyo and Solvoyo's business partners are respected and safeguarded.
- In order to preserve the confidentiality, security and hygiene of the organizations' recognition to preserve and protect assets of the company and respect of commands is required.



- Information involves any sort of personal data of individuals; including consumers, customers, employees and all third parties involved. Protection of privacy is declared with laws and regulations.

7. Product Quality and Responsible Innovation

- Solvoyo is an R&D organization that continuously keeps its products and services up to date and in line with latest research and developments in the field of Supply Chain
- Solvoyo aspires to be the leader in end-to-end autonomous Supply Chain management and thus puts emphasis on product quality. That is ensured by product management R&D functions within the organization.
- Carrying out activities and innovations in the area, scientific research, theories and scientifically reliable models, ethical principles are regarded.
- Solvoyo declares responsible innovation and ensures safety and sustainability.

8. Money Laundering & Insider Trading

- Money laundering is the process by which a natural or legal person, who is in possession of assets derived from unlawful activities, introduces them to the financial system to obscure the source of the illegally obtained monies, and making them appear to be legitimate.
- Asset laundering is also referred to as money laundering, such as whitewashing, laundering of capital, legitimizing capital, laundering of assets and it is strictly prohibited.
- In order to counter financing of terrorism, fraud, and anti-money laundering and insider trading Solvoyo is responsible to set the standards for preventing, controlling and managing related risks.
- Solvoyo has internal control in place to identify Money or Value Transfer or Internal Trading knowing such property is derived from crime, or the acquisition, possession, or use of property.
- Identifying, reporting and making provisions against any “Suspicious Activity” that appears to have connection with money laundering, the financing of a terrorist activity, or other Prohibited Practice or criminal offence or internal trading is the responsibility of the designated Anti-Money Laundering person at Solvoyo.
- It is Solvoyo’s responsibility to identify risks of money laundering and insider trade, evaluate the possibility of them occurring and implement control measures that are suitable for mitigating the risk of such illegal activities.





Section III. Employee Processes & Application

1. Overview

This section of the document describes all employee related processes and emphasizes the set of rules.

2. Purpose

- To provide the work environment and conditions that are required for all employees to perform and for Solvoyo to accomplish the tasks.
- To establish the general rules of discipline that must be enforced in order to maintain continuity of good work relations.
- To organize the social interaction and interpersonal relationship among employees.
- To develop this system in order to create and develop the professional awareness of the employees and the meaning of responsibility, the spirit of preserving the assets of the company and the respect of commands.

3. Field of Application

- This rule of procedure has been prepared in accordance with the global labor legislation in force, it sets out the rules for the technical work organization, hygiene, security, occupational medicine and discipline within the company.
- These rules of procedure apply to all Solvoyo Employees regardless of their status and the nature of the work relationship with the organization except the executive officers.
- No one can claim ignorance of these rules of procedures which are widely visible accessible by all the employees of Solvoyo.

4. Employment

4.1 Employment Relationship

- Each employee starts working in Solvoyo voluntarily and they are free to resign for any reason or with no reason.
- Solvoyo is free to conclude the relationship with any employee at any time, reasons for ending employment relation is explained in detail in section 4.8



4.2 Employment Status

- An employee of Solvoyo is an individual who works for Solvoyo and receives a monthly salary in return. Employment status may be:
 - Exempt
 - Non-exempt
 - Temporary
 - Regular Full-Time
 - Regular Part-Time
- All employees of Solvoyo are above 18 years old. Solvoyo claims never to deprive underage individuals from the opportunity of attending school. High-school internships proved by a statement from the school of the intern are addressed as an exception. Such an internship shall not be longer than 15 days.
- All employees are subject to the control and supervision of Solvoyo in the performance of their duties.
 - All employees are entitled under the employment relationship to:
 - An actual work.
 - Respect their physical and moral integrity and dignity.
 - Protection from any discrimination to occupy a job position other than a position based on eligibility and entitlement.
 - Vocational training and promotion in employment.
 - The regular payment of deserved salary
 - Social services.
 - All the benefits associated with the employment contract in a qualitative way.
 - All employees are able to report concerns and are protected from retaliation for doing so.

4.3 Employee Duties

- In the performance of their duties, employees should reflect organization values and be a coherent team working in cooperation with each other.
- All employees should obey set of rules and procedures
- All employees shall be advocates of Solvoyo culture, and reflect it both internally and externally.
- Be in the office within working hours, unless indicated otherwise. Details can be found on 5.1.
- Carry out the tasks entrusted to them and perform them at their maximum capacity, the duties associated with their position and work



carefully and regularly in the framework of the work organization set out by the employer.

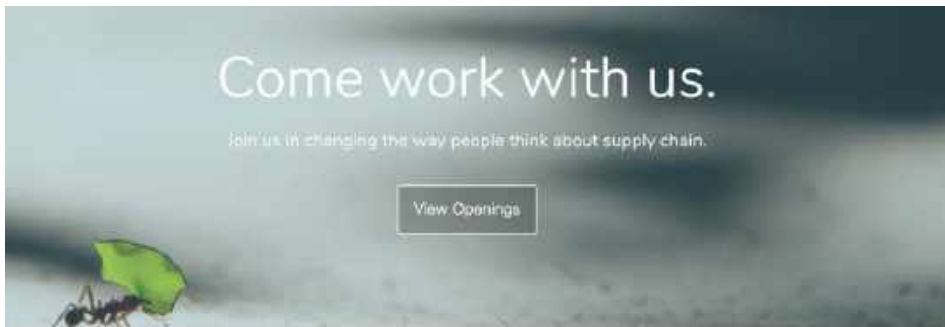
- Contribute in providing the appropriate conditions necessary to help accomplish the tasks and achieve the established goals and act in a manner to improve organization and productivity.
- Perform the instructions specified by the employer during the normal exercise of its powers in the administration.
- Observe the hygiene and security protection measures prepared by the employer in accordance with the legislation and regulation.
- Participate in training and skill improvement activities and renewal of knowledge organized by the employer in the context of improving management or the effectiveness of the organization.
- Do not have direct or indirect interests in an institution or company in competition or client or subcontractor and do not compete in the area of activity.
- Avoid disclosing information relating to techniques, technology, software systems, internal documents and customer data/ information. Details explained in (see, section II. Work Ethics)
- Observe the obligations arising from the employment contract.

4.4 Recruitment & Selection of Employees

- Recruitment process is led by Talent Success Department and related department lead or manager who are held responsible (referred as Hiring Manager).
- Based on the annual Headcount Budget, Recruitment plan is formed annually, and progress is assessed in four quarters.
- If a position in demand is not exceptionally approved by the CEO, it cannot be included in the search process. Recruitment reasons for a position can either be a new position, or replacement.
 - New Position: Based on the Headcount planning new positions are mapped out annually and prioritized among quarters due to criticality and urgency of the position.
 - Replacement: If the reason for recruitment is replacement it can take place any time in the year because the reason for such recruitment is resignation, termination or promotion of the former employee in that position.
- Each candidate, with no exception, applies to open positions on our website. Even when the position is announced on LinkedIn or other career sources, each candidate is directed to our career page on our website. Here is the link to it solvoyo.breezy.hr



Here is our Career Page at a glance. Please visit our website to see all positions currently open.

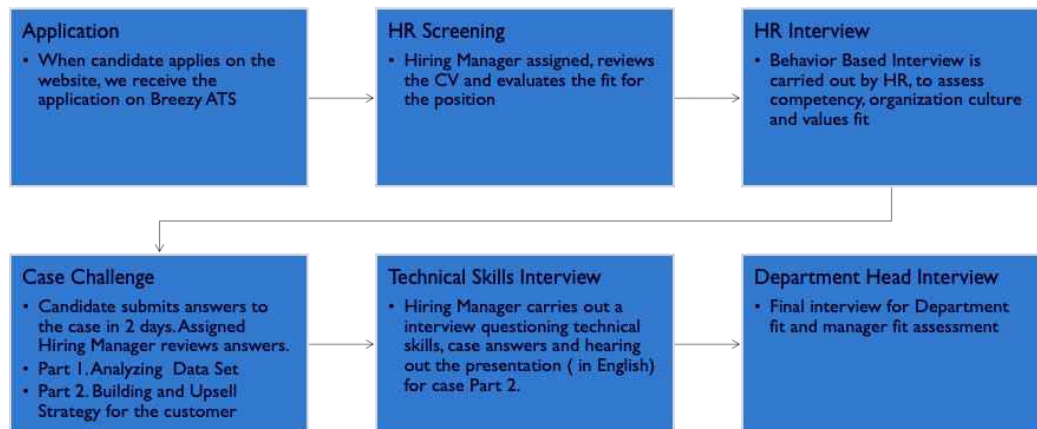


Are you ready to be part of a smart, high-energy, world-class supply chain analytics, planning and optimization software team?

Solvoyo is a revolutionary, yet approachable, technology offering intelligent solutions to the toughest supply chain planning challenges. It's a "simply smart" math-based solution that brings enterprise-level performance to businesses of all sizes. Solvoyo spans all four capabilities required for supply chain analytics on a single platform powered by machine learning - descriptive, diagnostic, predictive and prescriptive analytics.

 <p>Solvoyo has global clients, as such you will be working with our clients all around the world</p>	 <p>Explore industry-leading companies with global operations while solving their toughest supply chain problems</p>	 <p>Learn Solvoyo's unique approach to supply chain analytics and how it is applied in real-life situations</p>
 <p>Be a part of a fast-growing high-paced global SaaS company</p>	 <p>Local coffee, tasty food and healthy snacks</p>	 <p>Happy hours, game nights and other company-sponsored events</p>

- Each applicant is asked to read and choose whether to agree or disagree on the usage of their personal information by Solvoyo. Such data includes information in the CV, telephone number and e-mail address. This legislation is in line with Personal Data Protection law.
- Selection process is managed through an Applicant Tracking System (ATS).
- Each manager and above level employee have access to related positions on our ATS and thus they can easily be involved to follow and comment on candidates.
- Our approach to selection process is standardized and it is differentiated among various positions.
- Steps of selection process are demonstrated below, which consists of Interviews and Case Challenges written by Solvoyo employees in order to assess both technical, cognitive and behavioral skills of an applicant. We ensure objective assessment of Cases by sticking to an answer key.



- We rely on the accuracy of employment application information and any other data candidates provide during the hiring process.
- Falsifications, misrepresentations, or material omissions may result in the exclusion of the candidate from consideration for employment. If the candidate has been hired, termination of employment may be considered.
- We recruit both new graduate talents and talents who are experts on their profession.
- Candidates who are referred by our employees also go through the standard recruitment processes and they are asked to apply to the position on our website and be included in our ATS systems.
- Employees who contributed to the recruitment of someone by referring a friend for the position are rewarded after 6 months pass and both parties are satisfied to work together. It is a financial reward and the amount varies due to seniority of the hire. Here is an announcement (In Turkish) for the “Refer A Friend” application.

**Solvoyo'ya arkadaşını öner,
10,000₺'ye kadar ödül kazan!**



İş arkadaşını kendin seçmek ister misin?
“Tam bu işe göre birini tanıyorum!” diyorsan,
Arkadaşın için “Tam da Solvoyo'ya göre biri!”
diye düşünüyorsan, haydi referans ol!

Arkadaşın uygun pozisyona websitemizden
başvursun, işe alım sürecimize dahil olsun.
Arkadaşın işe alındıktan sonra 6 ay boyunca
pozisyondan beklenen performans ile çalışsın
ve başarıdaki katkı için sen de ödül kazan.

ÖDÜLLER
Junior işe alımı 4.000₺
Mid-level işe alımı 7.000₺
Senior işe alımı 10.000₺

İlanlar için --> careers.solvoyo.com





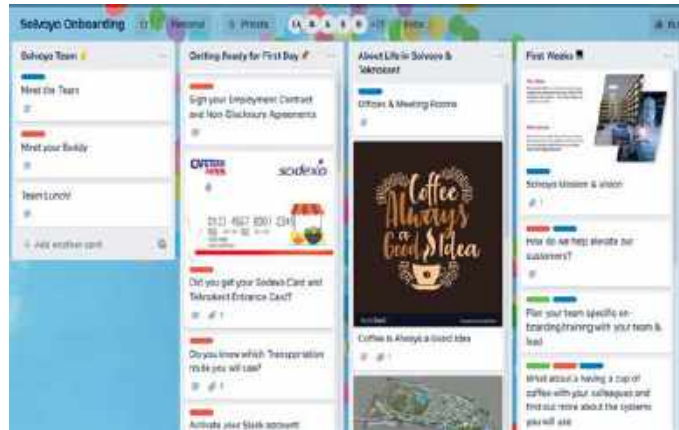
4.5 New Employee Orientation & Onboarding

- Each employee is asked to prepare certain documents for the hiring process to be completed.
- On their first day of employment, each employee signs a Non-Disclosure Agreement and Work Agreement, that is a standard contract for each type of employment respecting their legal contractual rights (See Section II, Work Ethics) .
- Employees should agree on signing all employment documents freely and voluntarily
- On the first day of employment, each employee receives a building entrance card, meal card and laptop, monitor and other equipment needed.
- Necessary tools and programs are installed to the laptop in the employee's debit, email address created by the IT department prior to the first day of the employee.
- IT department is informed about new employees' start date in advance, for necessary preparations to be completed.
- Each new Solvoyo employee goes through a standard onboarding and orientation program. This program involves having brief meetings with employees from all functions of Solvoyo. Here are the topics covered.

Solvoyo Solutions
1. Retail
2) CPG
Solvoyo Products
1. Demand Planning
2. Production Planning & Scheduling
3. Transportation and Fulfillment Planning
4. Promotions and Pricing
5. Replenishment
6. Configurable UI
6.1. Configuration / Test / Live structure
6.2. Architecture (connection with DB, service, etc.)
6.3. Plug-in showcase catalog

- Each new Solvoyo employee has a peer Buddy who guides them through processes and helps plan the orientation program.
- An overview of the company history, our value proposition, our project methodology and solutions are presented to each new Solvoyo employee by their peer Buddy. 'How to Use' Tutorial for all tools of Solvoyo is provided by the peer Buddy.

- A presentation covering organization processes, talent development and performance processes, organization strategy and structure, company vision, mission, values, goals and objectives are done by Talent Success.
- Each new Solvoyo employee is introduced to all other employees and the job description is shared by their supervisor.
- Each new employee is given access to an “Onboarding Board” which involves all useful information to know in your first week and some homework.



4.6 Probationary Period For New Employees

- There are two phases of the probationary period for regular employees. First probationary period is for 2 months from the hire date. Second is 4 months from hire date.
- This is a period for management to evaluate new employees, and for new employees to evaluate the company.
- During the probationary period, the company and the employee can terminate employment without notice. Upon completion of the probationary period, employees probationary period performance is reviewed and if satisfactory indefinite duration of employment begins.
- New employees and supervisors have two routine one-on-one feedback and evaluation meetings for the review. First meeting, before 2 months of employment is completed, second meeting, before 6 months is completed.
- What is evaluated in probationary period is as follows:
 - Company Culture fit
 - Match of technical skills of the employee to job description
 - Match of actual work to proposed job description
 - Behavioral skills expected from that role
- Both parties share observations on initial performance and take decision to follow in case any actions to improve are required. Meeting is documented and conserved by Talent Success.



- If the employer is not satisfied with the employee or not able to fulfil the demands of the employee, the contact may be withdrawn during this period, with no legal obligations.

5. Rules and Work Procedures

5.1. Office Rules and Work Hours

- Solvoyo is headquartered in Boston, USA. In addition there are 3 Solvoyo offices located in Istanbul, Turkey; two at the Istanbul Technical University Teknokent, one in Yenikoy. In addition, Solvoyo has an entity in Athens, Greece. Istanbul and Athens entities are operating as R&D centers.
- Teknokent rules dictate each employee spending a minimum 150 hours, monthly in the office.
- Each employee is required to pass through the building entrance by providing employment identification. All employees are obliged to prove attendance at entry to and exit from the company.
- Employees must park their cars in parking lots or other areas indicated and provided by the Company.
- Parking lots reserved for Solvoyo are spared for the use of executive officers and directors. Other employees should not park to these spots unless otherwise is commanded.
- Working hours are flexible, yet each employee is held responsible for tracking 150 hours in the office within the month.
- In Solvoyo we have a platform which enables each individual to track their own time. [Here is the link](#) to that.
- Suggested working hours are 09.00-18.00, in order to support employee benefits.
- Workweek starts on Monday 09.00, ends on Friday 18.00. Standard work week is 40 hours.
- Person who arrives at the office first in the morning is responsible for opening the office, turning on lights, air conditioning, and preparing fresh coffee/tea.
- Person who leaves the office last, is responsible for closing and locking the door. Turning off lights, air conditioning and all other electricity sources (projection, monitors, coffee machine etc.)
- Lunch break is 1 hour and employees generally eat anytime between 12.00 - 14.00
- If an employee needs, offices are open and accessible at any time, including weekends.
- Employees are encouraged to work flexibly and yet they are asked to be responsive outside work hours and attend late hours meetings seldomly. Late

hour call meetings take place due to time differences among continents (can either be internal calls or customer calls.)

- There is no overtime payment in Solvoyo.
- Dress code in all Solvoyo offices is casual. When attending customer meetings, the dress code should be smart casual.

5.2. Effective Working Rules and Project Tracking and Communication Tools



- ✓ Always keep your calendar updated
- ✓ Stick to a schedule in your meetings
- ✓ Keep the calls brief (30-45 mins)
- ✓ In order to achieve this, keep the participant number minimum.
- ✓ Do not invite people or attend every meetings if you think it is not a must.



- ✓ Have daily check-ins within the team
- ✓ Use checklists, and go through it with team members
- ✓ Update OKRs and team priorities
- ✓ Use Jira actively
- ✓ Use Issue Planner to pick up from the queue
- ✓ Use our project management tools for following up your projects
- ✓ Be active on e-mail, this helps noting, updating and following up
- ✓ Remember you are just a phone call away, but think twice and check others' calendars, before calling because everybody will be on the calls too.
- ✓ Instead, use slack actively and be responsive.



8 Effective E-Mail Rules

1. Be succinct in your e-mail: use bullet points, screenshots, tables, pay attention to grammar rules, give enough space to make it easy to read and follow.
2. Keep your message clear and focused: say it up-front, be straightforward, use brief sentences, do not write long introductions, do not repeat yourself
3. Read your e-mails carefully and answer each question directed to you to prevent rework
4. Follow up whether your e-mail is answered or not. Remember to use different folders or labels as a reminder and to organize better.
5. Ask for written approval via e-mail, because what's spoken may be forgotten.
6. Always write and share meeting notes after your call, this helps tracking decisions, to-do's and to avoiding potential misunderstandings.
7. Do not get involved in chat-like e-mail threads. Prefer Slack or quick phone calls if such a situation occurs.
8. If you can simply inform all relevant parties in an e-mail, please avoid calls.

5.3. Home Office Application

- Each employee, except Director and above level, has one day they work from home.
- If an employee does not prefer to work from home it is up to their decision.



- From Monday to Friday a balanced distribution of home-office days among employees are planned by Talent Success and function head. A function may either prefer to keep the same home-office day for all team members or to ensure at least one person on the team is in the office every workday. This decision is left to the function head.
- Home office days move consecutively every month. Meaning, an employee whose home-office day is Monday in a certain month, will have home-office day on Tuesday the ensuing month. When home office day is on a Friday, the ensuing month, it is Monday.
- Employees may be asked to attend face-to-face customer meetings, despite their home office day.
- In case an employee is required to be in the office on their pre-assigned home-office day, one can use the benefit to work from home on another day, in coordination with the supervisor. If this becomes a recurrent situation, either the home-office day should be changed or that employee should remain exempt.
- If a Teknokent employee falls behind to complete 150 hours in the office, it is the employee's own responsibility to track the hour and choose to give-up on the home-office day in such a situation.
- There are certain rules employees need to follow, when working from home:
 - Stick to Efficient working rules (see 5.2)
 - Stick to Effective email rules (see 5.2)
 - Always be accessible by all means of communication
 - Stick to usual work-hours (see 5.1)
 - Have all equipment needed to work from home (company laptop, notes etc)
 - Preserve the professional attitude at all times.

5.4. Emergency Closings or Mandatory Change in The Work Model

- Emergencies including fires, severe weather, pandemic, natural disaster or power failures can disrupt company operations. In case of such a situation executive staff makes the decision to close. Announcement is made by Talent Success.
- The Company may choose to change the work model instead of closing. This may involve all employees to work from home, work in shifts, work from another temporary location. If such a situation takes place, it is Solvoyo executive staff's responsibility to inform all employees and make necessary arrangements and fulfill potential new needs.

5.5. Vacation



- All part-time and full-time employees have paid vacation right legally after completing their first year of anniversary within the company.
- Solvoyo has the initiative to allow employees who have paid vacation prior to the first year anniversary, but this is recorded in employee's file and subtracted from the claim of the following year.
- One week paid vacation may be carried over from one calendar year to the next.
- No employee can leave for annual holidays without having a holiday voucher signed by the Administration Manager and Talent Success.
- All vacation data is recorded in personnel files and processed in the online tracking system as well by Administrative Manager reporting Talent Success.
- For vacations longer than 1 week, requests should be received in writing at least 60 days before the proposed vacation period.
- When employment relation is ended, if vacation days of the employee is minus, it is cut from employees paycheck, if unused vacation days are left it is paid to the employee with the last paycheck.

5.6. Holidays

- Solvoyo observes the paid holidays per year for all countries they have operations and it applies to employees who work in that location. Such holiday days include New Year's Day, national holiday, religious holidays, bank-holidays, labor Day.
- If the holiday day is on a Monday or Thursday, it is Solvoyo's initiative to declare a bridge paid holiday for its employees.

5.7. Military Leave & Pregnancy Leave

- Employees will be granted unpaid time off for, up to 1-month length military leave. Regular employees will be kept on active payroll until civic duties are finished. A copy of the jury duty summons and associated paperwork are required.
- Solvoyo may choose to support a high potential/ high performer (see Performance Process section 7) with payment of military service duty or propose a loan.
- Employees who are pregnant go on a mandatory leave two weeks prior to the expected date of giving birth (depending on the case doctor's recommendation will be applied. An employee has the right to be on maternity leave for 4 months after giving birth. Depending on the case we do our best to provide flexible hours or home office opportunities to new mothers of Solvoyo.



5.8. Health

- For the protection of employee health, employees should inform supervisors and human resources representatives of health-related issues.
- A doctor's note stating whether the employee can perform his/her job duties is required when or shortly after notice has been given.
- Employees should notify their supervisor and Human Resources Representative if a health issue requires a leave of absence. These are granted on a case-by-case basis and an employee is asked to provide a medical report from the doctor.

5.9. Work Safety

- Solvoyo gives information to employees about health issues and workplace safety through: Training sessions, meetings, other written communications.
- There are certified first aid and natural disaster responsible in the organization, they have received special training provided by Solvoyo.
- Regular Health and Safety check-in meetings are carried out and recorded, in the attendance of a workplace doctor, admin responsible, health and safety specialist and human resources.
- Employees must be cautious and obey safety rules. Unsafe conditions should be reported to a supervisor immediately. Disciplinary action, including termination of employment, may result from violating safety standards, creating dangerous situations, or failing to report or remedy such situations.

6. Compensation & Benefits and Other Payment Related Standards

6.1. Salary Policy

- In Solvoyo Salary of each function and level are decided in light of global Benchmarks survey results, increase rate & country inflation benchmarks are provided from the consulting firms (i.e. Wills Towers Watson)
- In line with the determined salary policy and the approved budget, the average increase rate of full organization is determined and the new salary suggestions are made, taking into consideration individual position in range and overall performance.
- Salary adjustment process is conducted on a yearly basis.

- Salary increases are effective as of March every year. Increased salary is deposited to employees' bank account, first operation day of April.
- A salary is a part of a contract between a person and a company and is strictly confidential. In case this confidentiality is exceeded, it may cause the employment contract to be reviewed.
- The employees working less than 6 months are not included in the adjustment process and the employee file unless otherwise declared in the offer letter.

6.2. Benefits and Services

- Each country where Solvoyo operates has its own list of benefits and services in addition to base salary.

Benefits for the Headquarter and R&D Offices may vary due to local labour law and regulations. Below are the list of benefits that are provided by Solvoyo to its employees:

- Meal allowance in form of a meal card, loaded monthly
- Transportation allowance each month or subscription to you use company bus service (not applicable for director and above positions)
- Company Car Leasing (applicable for director and above positions)
- Company Credit Card (for director and above positions)
- Internet connection device or telephone simcard
- Laptop and other devices required for the job.
- Social Security Premium
- Group insurance programs or other fringe benefit plans (depending on the role)
- 1 home-office day per week (not applicable for director and above positions)
- Free snack bars, fresh coffee, tea and beverages.
- Monthly Happy Hours



- Existence of these benefits does not signify that an employee will necessarily be employed for the required time necessary to qualify for the benefits included in and administered through these programs.

6.3. Bonus Payment



- An employee is eligible for bonus payment after completing the first year of employment and in conjunction with the performance review cycle.
- Bonus up to 2x of employees base salary that is subject to company and individual performance.
- Performance cycle is completed in January, bonus payments are made in March (see Performance Process section 7).
- Despite high individual performance, one will not receive bonus payment unless company goals are achieved.

6.4. Payday

- All employees are paid monthly.
- Regular payday is the first day of each month. In the event that a regularly scheduled payday falls on a weekend or holiday, employees will receive pay on the next day of operation.
- Those who start to work after the beginning of the month are paid according to the number of days from the beginning of the day until the end of the month.

6.5. Expense reimbursement

- Reimbursements under 300 TL are included in the employee's next regular paycheck. Larger amounts are subject to executive officer's approval, thus may take longer to be processed.
- Taxi and meal expenses during overtime are reimbursed. Meal expenses will be reimbursed aligned with the daily meal allowance limit.
- Employees are encouraged for car sharing, both when visiting customers or commuting within offices
- Reimbursement request forms should be turned in to the Office Manager to be given to the Accounting department.
- Each employee who will hand in expenses should fill in the standard expense form in person and send it to the office manager by 25th of each month.
- The following details should be specified in the expense form:
 - The reason for the expense should be written in the description area. Unless overtime reason is valid, expense shall not be reimbursed. One of the below mentioned reasons should be specified
 - Team Meeting
 - Customer Meeting Preparation
 - Customer Meeting
 - Demo Preparation



- Feature Development for customer
- Critical bug fix for customer
- UI Development
- Demo Session
- Presentation Preparation for customer
- Travel
- Lunch in another office
- Commuting within offices
- Specify the customer or project
- Specify what you do for that customer or project
- Write the time of leaving the office when the expense is due to overtime and mention the name of colleague if it is a shared expense
- At the back of the taxi expense, write your departure and arrival destination points.
- Overtime meal reimbursement is done only if you had to stay in the office until later than 19.30
- Original receipt and bills should be given to the Office Manager to be given to the Accounting department.
- If not turned in by 25th expenses will not be issued within that month.

6.6. Company Expenditures and Budget Management

- Employees whose regular duties do not include purchasing shall not make purchases behalf of Solvoyo without written approval.
- All office related purchases are carried out by Office Manager in supervision of executive officers or Talent Success Lead.
- Each function lead has a controlled budget to spend on employee related subjects, such as technical training, team activities, team celebration lunch etc. per quarter.
- Additional costs are subject to executive officers' approval.
- Functions that are cost centers, such as Infrastructure and Human Resources are held accountable of their own budget. Exceeding the budget has disciplinary sanction unless it is exceptionally approved.
- Forecasted budget of functions should be mapped out in detail each year by December and signed by executive officers.

7. Performance Process

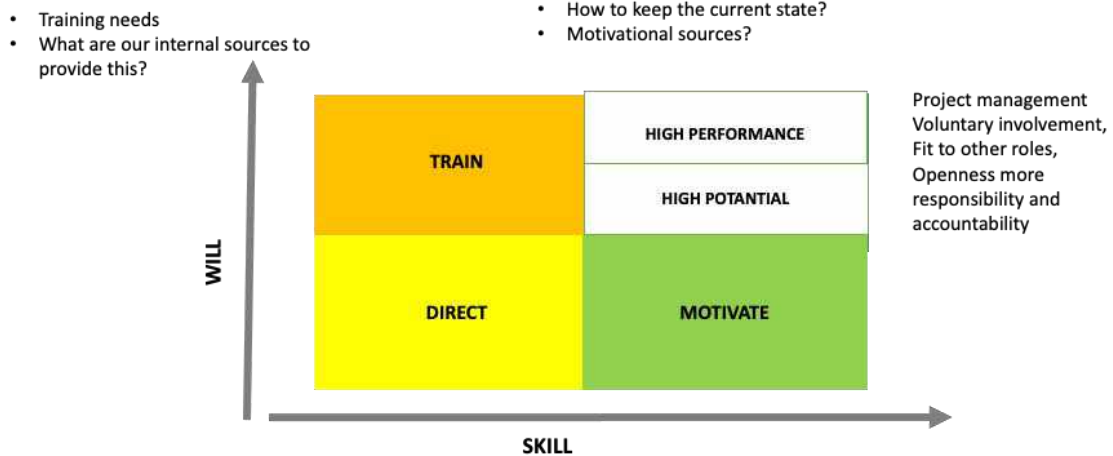
Performance of an individual has several inputs. Thus, in order to measure overall performance we use several tools and systems. Below inputs need to be considered and how it is measured is indicated.



Company and Department's goal achievement	OKR Methodology
Individual initiatives taken to help department reach the objectives	OKR Methodology
Fulfilment level of behavioral skills from that role	Competency Assessment
Motivation and willingness to act	Situational Leadership, Development Matrix
Overall feedback collected from peers and supervisors	Feedback and Performance Platform
Timely actions taken on identified & communication development areas	Feedback and Performance Platform

7.1. Development Matrix

- Primarily, our manager and career counselors adapt the Situational Leadership model and in order to apply it correctly, we use a Development Matrix tool.
- Each employee is located in four boxes shown below, based on their skill and will. Will demonstrates their motivation to learn and develop. Low levels of motivation may be due to several factors. Such as culture-disfit, manager problems, lacking technical or behavioral skills and finding the opportunity to develop, dissatisfaction about salary, long work-hours, being over challenged or under challenged.
- Duty of Talent Success and career counselor is to investigate the reason for low motivation and take action to present dismissal. In Solvoyo with our processes implemented we aspire highly motivated employees.
- As well, with our feedback system that supports ongoing communication we aim early diagnosis of a potential low-motivation.



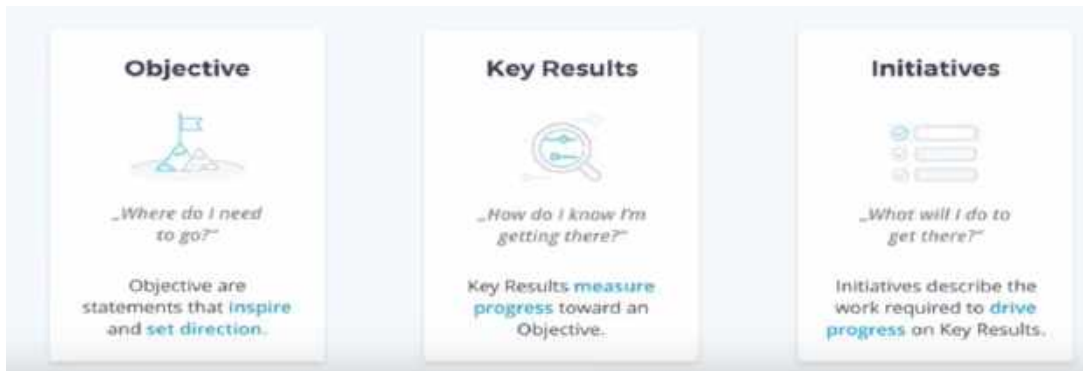
7.2. Objectives & Key Results Performance Methodology

Objectives and key results is a framework for defining and tracking objectives and their outcomes that is widely used by Software and technology organizations. It is an agile methodology to set and track goals. It is a system open to revisions and it encourages interdepartmental and intradepartmental communication and alignment by avoiding silos.

- In Solvoyo Company Objectives and 3 Key Results for each objective are identified annually and if necessary revised quarterly.
- This is fed from company mission and strategy.
- While objectives are qualitative and aspirational, key results are quantitative and measurable. This is how performance is measured numerically.



- Each function creates their Department Objectives in line with company strategy and objectives. Ideally each function is asked to have 3 objectives and 3 Key Results for each objective.
- Department objectives are created and revised each quarter. Departments do not set annual objectives.
- We do not have objectives at individual level in Solvoyo but we do have personal initiatives. Business objectives are parted into tasks at an individual level and followed up by the direct manager of each employee.



- Progress in Department OKRs is tracked bi-weekly in check-in meetings that take place with participation of all employees in that department.
- Check-in meetings are led by Function Head. An OKR ambassador, who is a team member responsible for taking notes, following up to-do's to get prepared for the next check-in and share meeting-minutes with action items.
- Participation of executive officers to related meetings are encouraged but not mandatory. If they do not participate in Department check-in meetings, they are asked to have distinct check-in sessions with each Function Head.
- Duration of biweekly meetings is no longer than 1 hour. Below mentioned topics show the main scope of the meeting.
- Every update and progress in KR's are documented in an online Performance evaluation platform.
- Company Level check-in is done each quarter followed by the Town Hall meeting (see section 7.3)

OKR Progress	Confidence Levels
What changed in the Key Results since the last Check-in?	With the information we have today, how confident are we that we will reach each Key Result?
Impediments	Initiatives
What is slowing down the team?	What are we going to do to improve results?

7.3.

Townhall Meetings

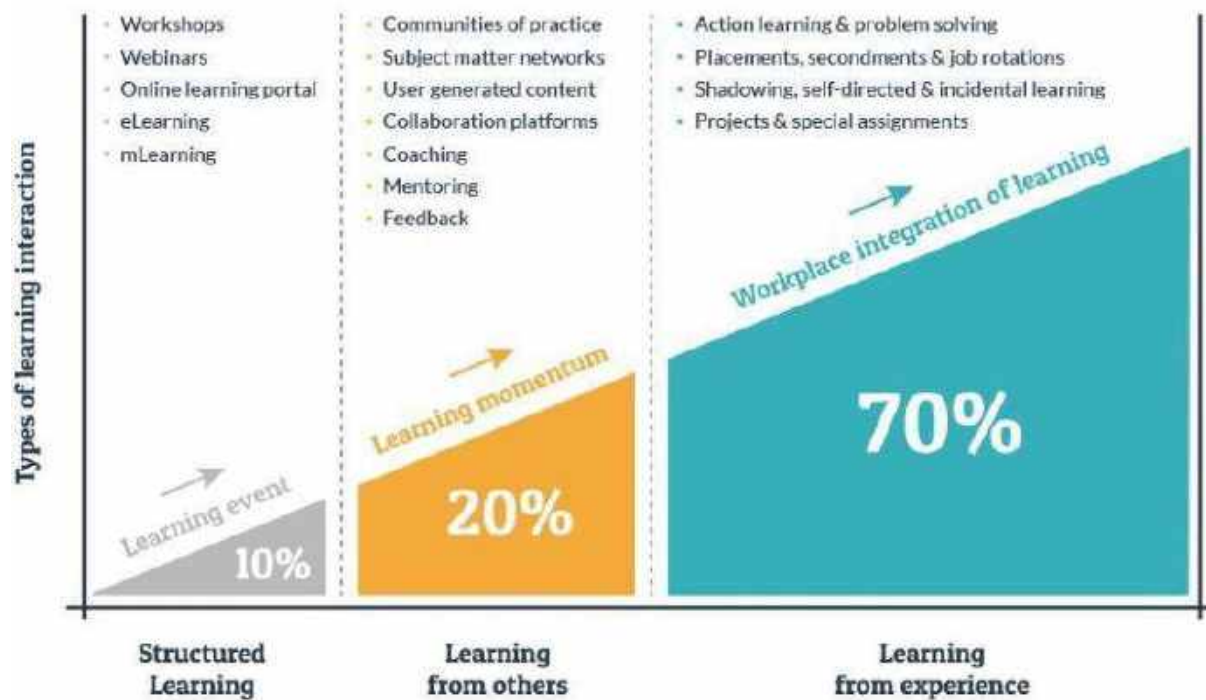
- Town Hall Meetings are held quarterly, in order to communicate to all employees about business strategy, ensure alignment among different business functions.
- These meetings allow employees to be informed about company activities and important news. It's also a chance to recognize employee performance.
- During these meetings company OKR's are updated and departments' goal progress is discussed.

- Forthcoming quarters OKR's for each function are presented.
- Town Hall meetings are facilitated by executive officers and Talent Success Lead.
- At times, inspiring keynote speakers are invited to Town Hall meetings.
- Participation in these meetings are mandatory for all employees. Remote workers or employees in other locations are connected via technology communication tools.

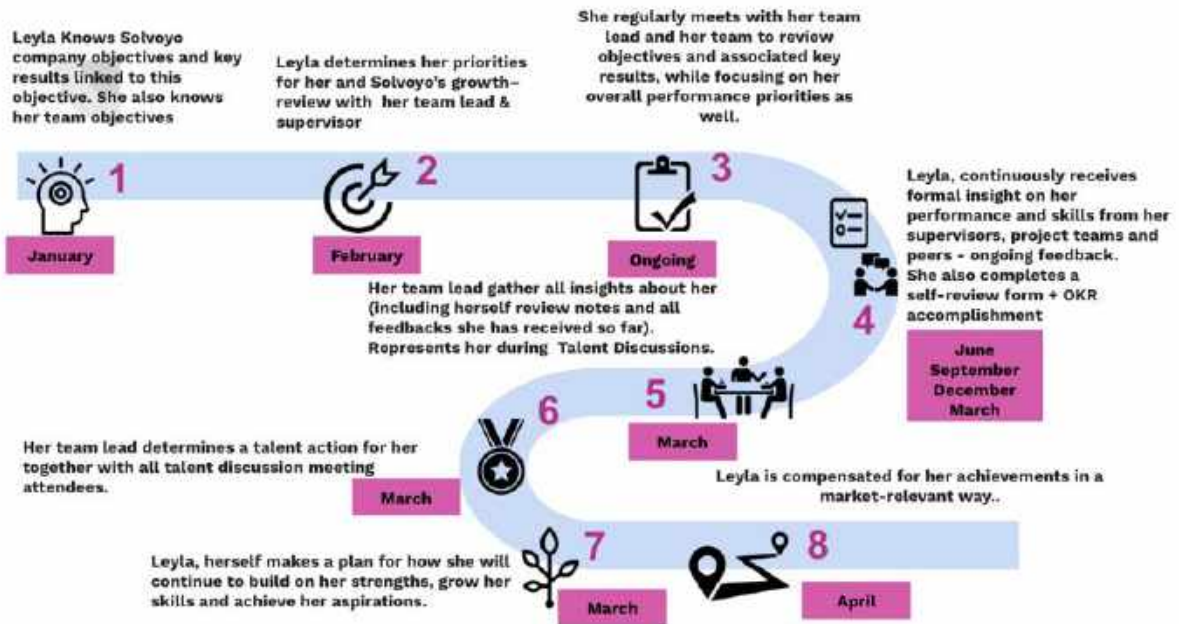
8. Learning & Development

8.1. Structured Learning

- In Solvoyo we adapt a 10-20-70 learning model by Paul Kaerger, as the model shown below.



- To address 10% Structured Learning. We identify the strong skills and development areas of each employee. These are communicated with the employee in one on one feedback session with the 1st line manager (career counselor) and employee.
- They are asked to choose one development area to focus on in the next 6 months and one strong area to help it shine out.
- Below is the flow of performance and feedback processes led by Talent Success.



- The table below shows the annual Timeline for Performance, Feedback and overall Talent Processes.

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
OKR Setting (Q1)	Self Reflection	Performance Review	Salary Increase OKR Setting (Q2)		1st Feedback Session	OKR Setting (Q3)		2nd Feedback Session Career Action Planning	OKR Setting (Q4)		3rd Feedback Session
Training and Development Actions (10-20-70)											
Bi-weekly OKR check-ins											
Continuous Feedback											

- Technical-skill training is organized by the department's own initiative.
- Soft-skill training that targets groups of people are organized by the Human Resources department.

8.2. Learning from others

- Learning from each other sessions and Self-Learning is encouraged in line with our Intellectual Curiosity and Learning agility value asset. Learning from others sessions also feeds the next step of learning (20%).

- Employees are encouraged to attend online courses and document the action they take in order to develop themselves.
- This development is tracked on an online performance management platform which enables day-to-day feedback and kudos.
- 20 % learning, that is enabled by learning from others which involves effective feedback, mentoring and coaching. The role of career counselors serve this aim and the feedback culture implemented within the organization enables a continuous learning environment.
- In order to sustain a continuous learning environment structured feedback sessions are enabled by Talent Success and all feedback is privately documented in an online platform that is only accessible to the career counselor and employee.
- The platform integrates all Performance and Feedback processes and helps have an overall picture of the status.

Develop a culture of Feedback and Excellence

F4e uses proven methods in positive psychology to create a high performing company culture.

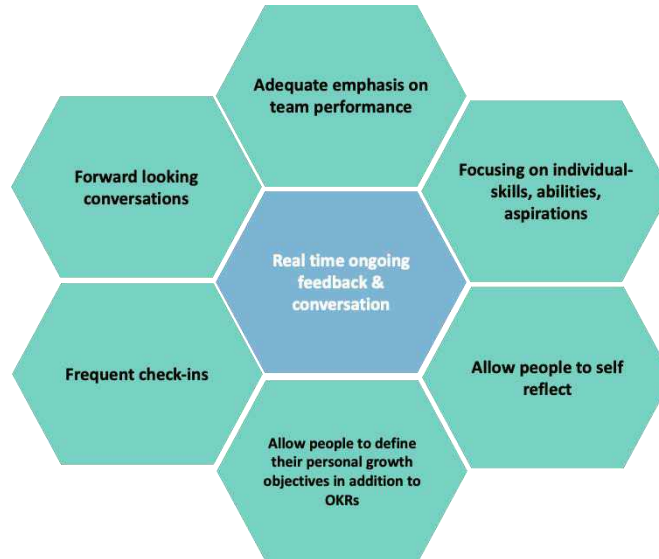
- 
Objectives Key Results
 Align the organization around top company priorities
[Learn more...](#)
- 
1:1 Meetings
 Connect the employees with their managers on a regular basis. Keep them engaged, informed and motivated.
[Learn more...](#)
- 
360° Feedback
 Empower your employees to exchange their knowledge and experiences.
[Learn more...](#)
- 
Recognition
 Build a culture of recognition by empowering everyone to recognize the achievements of their peers.
[Learn more...](#)
- 
Performance Review
 Conduct performance reviews in a simple and participative way.
[Learn more...](#)



- Career counselors track development actions of each direct report every quarter.
- Due to observed and documented development of employees every 6 months, development goals of each employee are evaluated.
- For an employee to be opt for promotion one shall exceed the necessities of their current role and fulfill the skill set required from the next role to

minimum of 70% percent. Promotions are announced annually, parallel with salary increase period.

- Skillset Guideline of Solvoyo is used in order to assess one's development and take action in objective terms.
- Image below shows our perspective towards creating a continuous feedback culture.



8.3. Learning from experience

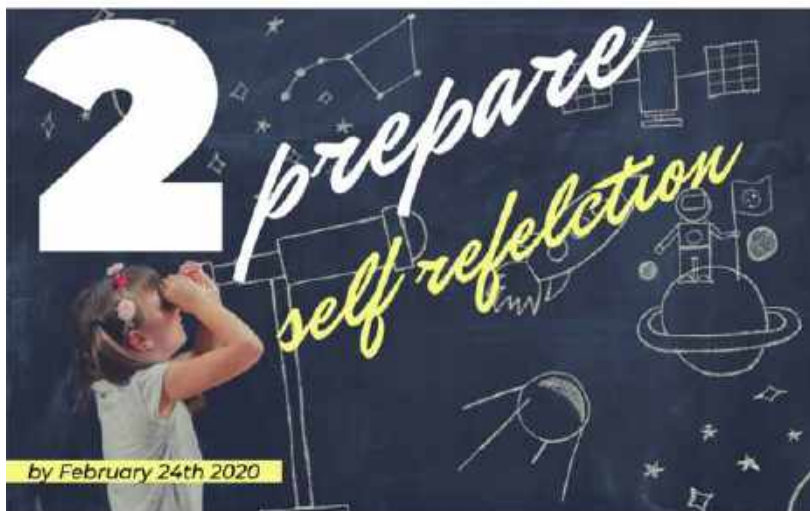
- 70 % of learning is from experience. Thus in Solvoyo we encourage employees to spend at least 2 years in a role. Meanwhile, we support their development by involving in different projects, challenging them with additional tasks, asking them to coordinate cross-departmentally.
- In Solvoyo we also believe in vertical career paths, as well as horizontal career paths. In that regard, we encourage our employees' rotation to other departments.
- We do not force everyone to go to a singular career path, instead we value our Subject Matter Experts and make sure that they have the opportunity to dive deeper in their expertise area, within Solvoyo.
- Below is a mini Glossary summarizing Performance and Development terminology.



Mini Glossary			
Terminology	Meaning	Frequency	Who / How
OKR Check-in	An OKR check-in is a quick 20-30 minute meeting where you and your team reflect on the progress of Team OKRs and set new priorities for the upcoming weeks.	Every 2 weeks	Each Team Each Function
OKR Review	Review meetings are used to determine the degree of achievement at the end of an evaluation cycle	Each quarter	Company level
Career Counselor(CC)	Help people to shape their career goals and actions to achieve those goals.		Team leads act as a career counselor.
Continuous Feedback	Providing ongoing feedback and coaching by openly discussing your team member's strengths, challenges, achievements and areas of development on a regular basis.	Ongoing- Realtime	Anyone to anyone
1:1s	the most important thing managers can do to build a culture of trust, culture of achieving goals.	When Needed + At least quarterly	Between Counselor- Team Member
Self Reflection	It is a great opportunity for everyone in the organization to reflect on their level of contribution & performance & growth opportunities and aspirations.	Once a year	
Growth Conversation	A Conversation as a summary of reflection of the past year (achievements, contributions) and next year (aspirations, areas for growth, new responsibilities etc)	Once a year	Career Counselor(CC) Team Member
Talent Discussion	Business Leaders and Career Counselors (or Supervisors) get together to discuss a group of individuals' performance, skills, aspirations.	Once a year	Function Lead- Career Counselors
Talent Decision	A decision as an outcome of individual's previous year performance & contribution	Once a year	Given by CC, confirmed in TD meeting



 ASK FOR FEEDBACK - GO FEEDBACK4E TOOL AND ASK FEEDBACK FROM YOUR MANAGERS - PEERS. BE SPECIFIC ABOUT YOUR ASK.



 REFLECT ON YOUR CONTRIBUTION, PROGRESS, GROWTH ASPIRATIONS. IDENTIFY SUPPORT YOU NEED TO ACCELERATE YOUR GROWTH. GO FEEDBACK4E TOOL AND START NOW!

