

| Composition and structure of the team proposed. CVs of key personnel proposed based on Form E: Format for Resume of Proposed Key Personnel | | | |
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| 3.1 | Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services | | |
| | Name and Nationality | Position to be Assumed in this Contract | Requirements as per Terms of reference |
| | Regina Summer, Swedish | Project Director/Team Leader | Academic Background Advanced degree in Environmental Policy, International Development, Innovation Management, or related field Professional Experience - At least 10 years of experience in strategic leadership roles managing large-scale development or innovation programs; - Proven track record in stakeholder engagement, resource mobilization, and high-level representation; - Deep understanding of eco-innovation ecosystems, policy frameworks, and sustainable development goals (SDGs); - Fluency in English (written and spoken) - Previous experience of working with international organizations, particularly in the focus countries will be an advantage |
| Lasha Gorgoshidze, Georgian | Project Manager | Academic Background Bachelor's or Master's degree in Project Management, Business Administration, Development Studies, or a related field Professional Experience | |

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| | | | <ul style="list-style-type: none"> - Minimum 5 years of experience managing donor-funded projects or innovation-focused initiatives; - Strong organizational, budgeting, and stakeholder coordination skills; - Familiarity with eco-innovation, entrepreneurship, or sustainability programs is an advantage; - Fluency in English (written and spoken) - Previous experience of working in the focus countries will be an advantage |
| | <p>Gabriela Rodríguez, Swedish/Mexican</p> <p>Sanna Rådelius, Swedish</p> <p>Melih Boyacı, Romanian</p> <p>Oana-Maria Călin, Turkish</p> | Senior Technical Specialist | <p>Academic Background Advanced degree in Environmental Studies, Innovation Management, Business Development, or related field</p> <p>Professional Experience</p> <ul style="list-style-type: none"> - Minimum 7 years of experience in curriculum development, adult learning, or innovation training; - Demonstrated expertise in eco-innovation, green entrepreneurship, or sustainable development; - Excellent facilitation and communication skills; - Fluency in English (written and spoken) - Previous experience of working in the focus countries will be an advantage |
| | <p>Anna Khomasuridze, Georgian</p> | Junior Project Analyst | <p>Academic Background Relevant degree in environmental sciences, entrepreneurship, or related field</p> <p>Professional Experience</p> <ul style="list-style-type: none"> - At least 3 years of experience supporting startups or eco-innovation projects; - Proven skills in business model development, impact assessment, or access to finance; |

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| | | | - Fluency in English (written and spoken). |
| 3.2 | Qualifications of key personnel proposed See below | | |

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| Position | Team Leader |
| Name of Personnel | Regina Summer |
| Title | Senior Team Leader |
| Years with Firm | 1.5 |
| Nationality | Swedish |
| Language proficiency | Swedish: Native English: Fluent (professional working proficiency) Spanish: Fluent French, Italian, Norwegian, Danish: Conversational |
| Education/ Qualifications | 1995-2000 - International Master's Program in Sociology of Law, Lund University, Sweden <ul style="list-style-type: none"> Specialization in Sociology of Law and International Law Focus on international cooperation and regulatory frameworks |
| Professional certifications | 2022 - Sustainability Architect Certification 2020 - Innovation Management Certification 2019 - Elements AI Certification 2018 - Innovation and Business Development Certification 2014 - Golden Rules of Leadership Certification 2014 - Certified Board Member |
| Employment Record/ Experience | March 2024 – present - CEO, R.S Advisory AB <ul style="list-style-type: none"> Team Leader at Impact Hub Stockholm for the Impact Pioneers Program managed for Swedish Institute: Led comprehensive capacity building program for entrepreneurship ecosystems across 26 countries with sustainability and impact focus. Designed full program strategy and implementation framework. Managed international stakeholder engagement across government, academia, and private sector. Coordinated evaluation and selection of 65 participants from 1,400 applications. Executed multi-modal program delivery (online masterclasses and onsite Stockholm program). Achieved measurable capacity building outcomes in target countries' innovation ecosystems. Project Manager, Open Trade Gate Sweden (National Board of Trade): Designed and managed international trade facilitation program for ICT companies. Led cross-border project coordination with Moldova and Ukraine. Managed complete project lifecycle from design to |

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| | <p>execution. Facilitated technology ecosystem collaboration addressing regional climate challenges. Delivered onsite and Sweden-based program components.</p> <ul style="list-style-type: none"> • Senior Advisor, International Collaborations (Techarenan): Developed strategic partnerships with prioritized countries for Nordic region's largest innovation platform <p>Jan 2023 – March 2024 - Director Strategic Partnerships & Policy, Swedish Incubators and Science Parks (SISP)</p> <ul style="list-style-type: none"> • National Startup Ecosystem Mobilization Leader: Initiated and coordinated largest historical collaboration between private and public organizations for startup/scaleup development in Sweden. Secured funding from Vinnova and private sector partners totaling multiple millions SEK. Developed strategic partnerships across multi-stakeholder environment including government agencies, academia, and industry. Created policy and regulatory recommendations that were adopted by Ministry of Foreign Affairs, marking first time startups and scaleups were mentioned in strategic government documents. • Program Manager, Sweden Innovation Days: Founded and managed Sweden's largest global innovation event with participation from 95+ countries. Coordinated complex international logistics and stakeholder management across multiple time zones and cultural contexts. Facilitated corporate-startup matchmaking across 10 countries, resulting in measurable partnership outcomes. Established Sweden as leading innovation hub through strategic event management and international relationship building. • Team Sweden Tech Coordinator: Led technology sector international collaboration initiatives, coordinating between government agencies and private sector technology companies. Developed frameworks for international technology transfer and innovation cooperation. <p>2019 – 2022 - Chief Strategy Officer International Collaboration & Country Manager (Brazil & Canada), Swedish Innovation Agency (Vinnova)</p> <ul style="list-style-type: none"> • International Strategy Development and Implementation: Led strategic planning and execution for Vinnova's global activities across 10 focus area teams with annual budget exceeding 50 million SEK. Developed innovation cooperation platforms with Brazil, Canada, and other priority markets, establishing long-term bilateral agreements. Managed relationships with major funding agencies including Brazilian Development Bank (BNDES), FINEP, FAPESP, |
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| | <p>EMBRAPI, and SENAI. Coordinated Team Sweden organizations encompassing both government agencies and industry partners for maximum impact.</p> <ul style="list-style-type: none"> • Senior Government Relations and International Representation: Served as primary external contact for Vinnova's global activities, managing high-level stakeholder relationships at ministerial and agency director levels. Facilitated General Director's participation as opening speaker at COP26 and COP27, positioning Sweden as global leader in climate innovation. Represented Swedish innovation ecosystem at international forums and bilateral meetings, securing strategic partnerships and funding opportunities. • Strategic Innovation Programs Support Provided internationalization strategy support for 17 Swedish Strategic Innovation Programs, each with multi-million budgets. Developed market entry strategies and international partnership frameworks that resulted in measurable expansion of Swedish innovation presence globally. <p>2015 – 2019 - Head of Unit Green Growth and Innovation, Swedish Agency for Economic and Regional Growth (Tillväxtverket)</p> <ul style="list-style-type: none"> • Team Leadership and Organizational Transformation: Led team of 23 employees in comprehensive organizational transformation focused on innovation and green growth initiatives. Transformed agency's approach to innovation and sustainable development, implementing new methodologies and frameworks that became national best practices. Managed organizational change management across multiple departments, achieving measurable improvements in efficiency and impact outcomes. • National Program Management and Budget Oversight: Developed and managed National Regional Development Program (ERUF) with total budget exceeding 100 million SEK. Led two supporting functions focusing on Innovation and Climate, coordinating between regional and national stakeholders. Managed multi-million SEK budget allocation and program delivery, achieving all key performance indicators and measurable regional development outcomes. • International Development Programs and Capacity Building: Program Manager for DemoMiljö (SIDA program) focusing on international development cooperation and environmental technology transfer. Program Manager for Sweden Startup Nation & Sweden Demo Day, national accelerator program for tech startups that supported over 200 companies. Developed capacity building frameworks that were adopted by other Nordic countries. |
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| | <p>2013 – 2015 - Executive Director, Swedish Network for Innovation and Technology Transfer Support (SNITTS)</p> <ul style="list-style-type: none"> • Network Leadership and Strategic Development: Led national innovation and technology transfer network comprising universities, research institutes, and industry partners. Developed comprehensive frameworks for innovation ecosystem collaboration that enhanced knowledge transfer efficiency by measurable metrics. Established strategic partnerships that strengthened Sweden's position in European innovation networks. • Policy Development and Stakeholder Coordination: Created policy recommendations for innovation and technology transfer that influenced national innovation strategy. Coordinated between academic institutions, government agencies, and private sector to optimize innovation ecosystem performance. <p>2006 – 2010 - Industry Relations Manager, Stockholm University Enterprise and Industry Relations</p> <ul style="list-style-type: none"> • University-Industry Partnership Development: Managed strategic partnerships between Stockholm University and industry partners, facilitating knowledge transfer and collaborative research projects. Developed frameworks for academic-industry collaboration that resulted in increased research commercialization and industry engagement. • Innovation Ecosystem Development and Knowledge Transfer: Facilitated knowledge transfer and collaboration frameworks between academia and industry, contributing to Stockholm's emergence as major innovation hub. Managed relationship portfolios with major Swedish and international corporations. <p>2004 – 2006 - Industry Relations Manager, United Nations Association of Sweden</p> <ul style="list-style-type: none"> • International Cooperation and Multi-stakeholder Coordination: Managed industry relations for UN-focused organization, facilitating partnerships between private sector and international organizations. Developed understanding of UN systems and procedures that provides a valuable foundation for current international cooperation work. Coordinated multi-stakeholder initiatives addressing global development challenges. • UN System Experience and Global Partnership Development: Gained direct experience with UN organizational culture, procurement processes, and international development frameworks. Managed relationships with UN agencies and |
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| | <p>international development organizations, providing foundation for subsequent international cooperation work.</p> <p>2002 – 2004 - EU Consultant, KPMG</p> <ul style="list-style-type: none"> • European Union Project Management and Compliance: Provided consultancy services for EU-funded projects, managing compliance with complex EU regulations and reporting requirements. Advised clients on EU funding opportunities and application processes, achieving high success rates in funding acquisition. • Regulatory and Policy Advisory Services: Advised on EU regulations and compliance frameworks, developing expertise in European regulatory environment that supports current international cooperation work. Managed cross-border projects requiring coordination between multiple EU member states. <p>2000 – 2002 - Director EU Consultancy/Consultant, The EU Bureau for Industry and Commerce</p> <ul style="list-style-type: none"> • EU Project Leadership and Cross-border Coordination: Led EU consultancy services for industry and commerce sector, managing complex multi-country projects with budgets exceeding 10 million EUR. Managed international cooperation projects requiring coordination between government agencies, industry partners, and EU institutions. • Strategic Advisory and Market Development: Provided strategic advisory services for companies seeking to expand in European markets, developing market entry strategies and regulatory compliance frameworks. Established foundation for subsequent career in international cooperation and innovation ecosystem development. |
| References | <p>Reference 1: Karin Ryden, Head of International Collaborations, Vinnova (The Swedish Innovation Agency) Email: Karin.ryden@vinnova.se</p> <p>Reference 2: Joakim Appelquist, Academy Secretary and Vice President, Royal Swedish Academy of Engineering Sciences (IVA) Email: joakim.appelquist@iva.se</p> |

I, the undersigned, certify to the best of my knowledge and belief, this bio-data is accurate



Signature of Personnel (individual) or firm representative

06/09/2025

Date (Day/Month/Year)

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| Position | Project Manager |
| Name of Personnel | Lasha Gorgoshidze |
| Title | Project Manager |
| Years with Firm | 5 |
| Nationality | Georgian |
| Language proficiency | Georgian: Native English: Fluent (professional working proficiency) Russian: Fluent |
| Education/Qualifications | 2010-2014 - Corvinus University Bachelor of Business Administration (BBA) In Budapest, Hungary · Specializing in International Business with a focus on economics |
| Employment Record/Experience | <p>2021 – Present - Chair at Startup Georgia</p> <ul style="list-style-type: none"> · Co-founded and lead a national startup organization driving the growth and internationalization of Georgia's startup ecosystem since 2021. · Directed programs that have successfully incubated 100+ startup founders. Implemented landmark events such as the region's first Techstars event and launched acceleration programs with USAID and Seedstars, aimed at empowering female and youth founders throughout 2023-2024. Notably, the Youth Entrepreneurship Program held in 2024-2025 provided targeted mentorship and networking opportunities for young entrepreneurs from three different regions in Georgia, reaching a wider audience, particularly those who previously lacked access to entrepreneurship education and resources. · Established and sustained partnerships with over 20 leading international organizations focused on innovation, entrepreneurship, and startup acceleration and have supported launch of over 50 startups while facilitating \$10M+ in early-stage funding for Georgian entrepreneurs through knowledge sharing, access to resources, fundraising, and capacity building. <p>2020 – 2024 – Ambassador and Startup Mentor at Seedstars</p> <ul style="list-style-type: none"> · As an Ambassador and Startup Mentor at Seedstars, a global organization dedicated to supporting startups and entrepreneurs in emerging and frontier markets through technology and entrepreneurship I have contributed to mentoring over 100 startups globally, supporting emerging entrepreneurs across various sectors to scale their ventures and access resources critical for growth. <p>2021 – 2024 - Visiting Lecturer at Business and Technology University (BTU) Georgia</p> |

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| | <ul style="list-style-type: none"> · Delivered lectures and seminars on Entrepreneurship, Innovation Management, and Startups to undergraduate and postgraduate students. · Developed and enhanced curricula to ensure relevance to current business and technological trends. Provided one-on-one mentorship and academic guidance to students, fostering practical skills and entrepreneurial mindset. · Actively contributed to program development and cross-departmental collaboration to enhance educational quality. <p>2020 – 2021 - Innovation Investment Committee Member at Georgia's Innovation and Technology Agency (GITA)</p> <ul style="list-style-type: none"> · Participated in evaluation and decision-making processes for funding innovative startups and technology initiatives. · Provided strategic insights to support investment allocation in high-potential projects aligned with national innovation goals. <p>2018 – 2021 - CO-FOUNDER & COO at STYX</p> <ul style="list-style-type: none"> • Co-founded a technology startup focused on automating global logistics, enhancing digital connectivity between Europe and Asia as part of the Digital Silk Road 2.0 initiative. Recognized by Seedstars Summit as one of the top emerging startups globally for revolutionizing cross-continental logistics and supply chain innovation. · Successfully raised 1.5M GEL through a combination of international investors and government funding. Architected and deployed robust enterprise-grade infrastructure capable of supporting over 1,000 daily transactions, continuously iterating on the SaaS business model to achieve sustainable unit economics and 40% month-over-month growth. <p>2015 – 2018 - CFO at Sports science Georgia</p> <ul style="list-style-type: none"> · CFO of Georgia's inaugural professional-grade sports performance facility, introducing cutting-edge BARWIS™ methodology to the region and securing exclusive franchise rights across Georgia, Turkey, and Ukraine markets. Orchestrated multi-phase capital deployment strategy, leading due diligence, investor relations, and project execution from concept through operational launch with cross-functional leadership team. <p>2014 – 2015 - CFO at National Institute of Endocrinology</p> <ul style="list-style-type: none"> · Served as Chief Financial Officer at Georgia's premier endocrine specialty healthcare network, recognized as the leading regional research facility for pharmaceutical and medical studies. · Spearheaded a major digital transformation initiative, introducing Electronic Health Records (EHR), telemedicine platforms, and advanced analytical tools that enhanced operational efficiency by |
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| | <p>40%. Oversaw budgeting, financial reporting, and compliance management, ensuring alignment with healthcare regulations and funding requirements.</p> <ul style="list-style-type: none"> Directed clinical research partnerships with international pharmaceutical companies, elevating the institute's status as a top-tier site for endocrine pathology studies. Designed and executed a comprehensive growth strategy, successfully launching four new clinical locations across Georgia to increase patient access and service coverage. |
| References | <p>Reference 1: Zurab Korganashvili, Head of Office at International center for Migration Policy Development (ICMPD) in Georgia Email: Zurab.korganashvili@icmpd.org Phone: +995 599 283 728</p> <p>Reference 2: Glen Hodgson, Founder & CEO, Free Trade Europa Email: Glen@freetradeeuropa.eu Phone: +46 70 893 50 37</p> |

I, the undersigned, certify to the best of my knowledge and belief, this bio-data is accurate.



Signature of Personnel (individual) or firm representative

09.09.2025

Date (Day/Month/Year)

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| Position | Senior Technical Specialist |
| Name of Personnel | Oana-Maria Călin |
| Title | Learning Designer & Entrepreneurship Trainer |
| Years with Firm | 2 |
| Nationality | Romanian |
| Language proficiency | English C2 French B2 |
| Education/ Qualifications | <p>1997 – 2001- ISCED 5 - Bachelor in economics - Ecological economy specialization, Faculty of agrifood and environmental economics - Academy of Economic Studies, Bucharest, Romania</p> <p>2006-2014 – ISCED 6 - Master - Managerial communication and Human resources specialization - National School for Politic and Administrative Studies, Bucharest, Romania</p> |

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| | <p>2014 – 2021 - ISCED 7 – PhD - Doctoral School in Communication Sciences - University of Bucharest, Bucharest, Romania</p> <p>2019 – Ulab systems thinking – MIT</p> <p>2021 - Systems thinking - Fritjof Capra Foundation</p> |
| Professional certifications | <p>2008 – Trainer - Schultz Consulting SRL</p> <p>2011 – Project manager - GC consult & events SRL</p> <p>2011 – Human Resources manager - GC consult & events SRL</p> <p>2012 – Entrepreneurship, EMPRETEC programme - Entrepreneurship Association in Romania</p> <p>2014 – Project manager professional – PMI (Project Management Institute)</p> |
| Employment Record/ Experience | <p>Feb 2020 – present - Teaching Assistant, University of Bucharest, Romania</p> <ul style="list-style-type: none"> • Bachelor level courses: "From idea to business", "Project management essentials", "Event organizing" • Master level courses: "Entrepreneurial culture", "Communication and negotiation in consultancy", "Management in PR for HR specialists" • ERASMUS+ mobility: Canakkale, Turkey (2022); Istanbul, Turkey & Lyon, France (2023) • Research activities: Academic conferences, scientific publications including "Project management essentials" (2023), "Entrepreneurship" (2025) <p>Feb 2024 – present - Mentor in Entrepreneurship Projects, Impact Hub Bucharest</p> <ul style="list-style-type: none"> • EIT Community NEB mentor for 2024-2025 • SOTECIN Factory project (HORIZON-CL4-2021-RESILIENCE-01-31): Mentoring 10 EU social businesses in low-carbon and circular industrial value chains • CAPSULE project: Mentoring 4 Romanian social businesses • EWA project: Mentoring 1 Romanian agrifood business <p>Sep 2023 – Dec 2024 - Learning Designer, Startarium, Impact Hub Bucharest</p> <ul style="list-style-type: none"> • Designed and produced learning experiences for 10 online courses for startup founders • Implemented on Startarium platform serving 100,000 core users from 1,000,000 enrolled <p>April 2021 – Feb 2022 - Project Manager, WorldSkills Romania</p> <ul style="list-style-type: none"> • Developed business accelerator "StartUp Foundry" for experienced tech founders • Created organizational customer journey mapping • Organized CYBERHACK2021 event (Nov 19-21, 2021): Cybersecurity hackathon with journalist workshops and communication plan competitions <p>March 2018 – present - Entrepreneurship Trainer, Various EU-funded Projects</p> |

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| | <ul style="list-style-type: none"> • POCU FII SMART (2022): Management and Business Plan training using Business Model Generation canvas, 22 grant recipients • POCU/726/6/12/135317 (2021): SME training via Interact Business Communications • POCU CUPA (2019): Lean Service Creation training for 45 managers/entrepreneurs in Cluj, Brasov • POCU SUCCESS (2018): Management training using Business Model Generation canvas for 60 participants across south/south-west Romania, 40 grant recipients <p>2018 – 2020 - H2020 Evaluation Expert EIC-FTI, Research Executive Agency (European Commission)</p> <ul style="list-style-type: none"> • Expert evaluator for European Innovation Council Fast Track to Innovation program <p>Feb 2017 – Feb 2019 - Teaching Expert, University of Bucharest, Journalism and Communication Sciences Faculty</p> <p>Feb 2017 – Dec 2017 - Research Assistant, CODES Project, University of Bucharest</p> <ul style="list-style-type: none"> • ERASMUS+ project (2017-1-FR01-KA203-037384) teaching cultural diversity for better EU cultural understanding <p>2016 – 2017 - Team Leader, Invenio Association</p> <ul style="list-style-type: none"> • Regional center for dual career (DC4AC): 18-month ERASMUS+ Sport program • Coordinated 7-country partnership (Romania, Greece, Italy, Slovenia, Slovakia, Hungary, Bulgaria) <p>2014 – 2020 - Associate Trainer and Speaker, Corporate Dynamics SRL, PROEDUS Association</p> <p>2010 – 2013 - Project Manager and Senior Learning Designer, Target Active Training SRL</p> <ul style="list-style-type: none"> • "Despre tine pentru viitorul tau" (For you and your future): POSDRU strategic project developing entrepreneurial skills through virtual company contests, 3,400 participants, 900 conference attendees • "Siguranta si adaptabilitate" (Safety and adaptability): POSDRU training program for SME employees across 4 market sectors (pharma, hotel, construction, retail), 1,200 participants <p>2007 – 2018 - European Researchers' Night Project Manager, Invenio Association/Target Active Training SRL</p> <ul style="list-style-type: none"> • Project manager (2011, 2012, 2014, 2016), activity coordinator (2007, 2008), promotion coordinator (2013), impact coordinator (2016, 2017) • EU-wide science promotion project co-funded through FP7 and H2020 programs |
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| | <p>2005 – 2012 - Project Manager, Senior Trainer, Co-owner, Target Active Training SRL</p> <ul style="list-style-type: none"> • Experiential learning consultancy company <p>2002 – 2005 - Senior Trainer, Human Invest SRL</p> <ul style="list-style-type: none"> • Management and personal development training <p>2001 – 2002 - HR Intern, Procter & Gamble Balkans</p> <p>2000 – 2001 - HR Assistant, Romanian Data Systems SRL</p> |
| References | <p>Reference 1: Camelia Cmeciu, professor, University of Bucharest, Faculty of Journalism and Communication sciences – camelia.cmeciu@fjsc.ro</p> <p>Reference 2: Mihaela Teleman, entrepreneur, general manager Accountess – mihaela.teleman@accountess.ro</p> |

I, the undersigned, certify to the best of my knowledge and belief, this bio-data is accurate.



Signature of Personnel (individual) or firm representative

06/09/2025
Date (Day/Month/Year)

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| Position | Senior Technical Specialist |
| Name of Personnel | Melih Boyacı |
| Title | Learning & Content Design Lead |
| Years with Firm | 7 |
| Nationality | Turkish |
| Language proficiency | English - advanced German - intermediate |
| Education/ Qualifications | Bahçeşehir University - Bachelor's Degree in Sociology Bahçeşehir University - Bachelor's Degree in Economics ELISAVA School of Design and Engineering (Barcelona) - Masters on Research for Design and Innovation (2019) |

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| Professional certifications | <ul style="list-style-type: none"> • Name of institution: Reforge - Growth Series • Date of certification: 2023 • Name of institution: Reforge - Finding Product-Market Fit • Date of certification: 2023 • Name of institution: Horizontal School - Online Facilitation Training • Date of certification: 2021 • Name of institution: YapımLab - Creative Production Course • Date of certification: 2017 • Name of institution:Projet Aladin / Summer University - Religion, Peace and Conflicts in 21st Century • Date of certification: 2014 • Name of institution: London School of Economics - Culture & Globalization: Perspectives from Anthropology • Date of certification: 2013 |
| Employment Record/ Experience | <p>Learning & Content Design Lead, Impact Hub Istanbul, 2020-present</p> <ul style="list-style-type: none"> • Curriculum Design & Facilitation, Empowering Women in by Foodback EIT Food Hub Turkey, June 2024 - ongoing (2 cohorts) <ul style="list-style-type: none"> ◦ Design and implementation of the 5-week training program on user research ◦ 1-1 mentorship with trainees on research design • Curriculum Redesign & Facilitation, UN Global Compact, December 2023 - April 2024 <ul style="list-style-type: none"> ◦ Redesign of the course material for SDG Innovation Accelerator for Young Professionals for all participating countries ◦ Implementation of program's Türkiye track • Curriculum Design & Facilitation, Social Impact Award (SIA) - Early Stage Social Entrepreneurship Program (Partners: Anadolu Efes, SAP) April 2020 - ongoing (5 editions), Turkey <ul style="list-style-type: none"> ◦ Design of the content for workshops ◦ Design of the social entrepreneurship training materials ◦ Facilitation of the workshops ◦ Reporting of training process ◦ Preparation of current state analysis for entrepreneurs • Curriculum Design & Implementation, Kre-Akt Creative Activism Program. (Partner: Friedrich Naumann Foundation) March 2022-ongoing (4 editions) <ul style="list-style-type: none"> ◦ Design of the application and selection process |

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| | <ul style="list-style-type: none"> ○ Design and implementation of online trainings ○ Facilitation of two-days advocacy design workshop for each edition <ul style="list-style-type: none"> ● Learning Design, Facilitation & Mentoring, Embark Academy, (Client: Gelecek Daha Net, GIZ) November 2022-December 2023 (2 cohorts). Turkey <ul style="list-style-type: none"> ○ Design and delivery of 2-days design thinking workshop for each cohort ○ Design and facilitation of challenge framing workshop for participant companies ○ Design and implementation of ideation workshops ○ Conduction of mentorship meetings between participant companies and students ○ Reporting of training activities ● Content Creation, Research & Facilitation, Katılıyoruz Civic Engagement Program (Partner: National Democratic Institute Türkiye) October 2020 - December 2022 (2 editions), Turkey <ul style="list-style-type: none"> ○ Implementation of “Advocacy and communications capacity assessment for NGOs and social entrepreneurs” ○ Session design for the monthly and quarterly meetings of the program participants ○ Co-facilitation of the program events ○ Reporting of the advisory board meetings ● Curriculum Design, Corporate e-learning program on sustainability (Client: Organik Kimya) December 2021 - September 2022 <ul style="list-style-type: none"> ○ Design of the content for the e-learning modules ○ Preparation of the briefs for the animated learning videos ● Curriculum Design & Facilitation, Online Facilitation Training. (Client: Danish Refugee Council) August 2020 - October 2020, Turkey <ul style="list-style-type: none"> ○ Content creation for 8 online sessions including training materials ○ Co-facilitation of all the online sessions ○ Assistance for the creation of online facilitation toolkit ○ Reporting of training activities ● Content Design & Facilitation, Social Innovation Hackathon (Partner: GIZ) September 2020 - October 2020, Turkey <ul style="list-style-type: none"> ○ Design of the community building and idea creation sessions ○ Facilitation of the community sessions and the demo day <p>Learning Design Specialist, Impact Hub Istanbul, 2019-2020 Innovation Advisor, PRETTL Group, 2018-2019</p> |
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| | Customer Experience Manager , Hotellino, 2017-2018 Training Assistant , Impact Hub Istanbul, 2016 - 2017 (12 mos) |
| References | Reference 1: Bruna Elias, Senior Programs Manager elias@unglobalcompact.org <i>Senior Manager, SDG Innovation Accelerator, Global Operations</i> <i>United Nations Global Compact</i> Reference 2: Janet Sawaya, Resident Senior Director, NDI Türkiye jsawaya@ndi.org +90 536 990 35 80 |

I, the undersigned, certify to the best of my knowledge and belief, this bio-data is accurate.



Signature of Personnel (individual) or firm representative

06/09/2025

Date (Day/Month/Year)

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| Position | Senior Technical Specialist |
| Name of Personnel | Gabriela Rodriguez |
| Title | Senior Program Leader |
| Years with Firm | 6 |
| Nationality | Mexican Swedish |
| Language proficiency | Spanish: Native English: Fluent (professional working proficiency) Swedish: Advanced (professional working proficiency) French: Intermediate |
| Education/ Qualifications | 2018-2020 - Master's in Globalisation, Environment, and Social Change, Stockholm University, Sweden <ul style="list-style-type: none"> Interdisciplinary program focusing on environmental policy, sustainable development, and social change Specialization in global environmental governance and sustainability frameworks Relevant coursework: Environmental Policy Analysis, Sustainable Development Goals, Global Governance 2016-2017 - Graduate Coursework in Environment/Energy Policy, New York University, USA |

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| | <ul style="list-style-type: none"> • Advanced studies in environmental and energy policy development • Focus on policy implementation and stakeholder engagement <p>2009-2013 - Bachelor of Science, Interdisciplinary Studies (Political Science, Psychology, Communications), New York Institute of Technology, USA</p> <ul style="list-style-type: none"> • Interdisciplinary foundation in social sciences and communication • Relevant coursework: Organizational Psychology, Public Administration, Strategic Communication |
| Employment Record/ Experience | <p>Summary of Experience:</p> <p>Over 11 years of professional experience in curriculum design, adult learning, and innovation training, specifically dedicated to curriculum development, program management, and multi-stakeholder facilitation for sustainable development and eco-innovation initiatives. Proven expertise in designing and delivering learning experiences across international contexts, with strong background in international project management and cross-cultural program coordination.</p> <p>2022 – Present - Senior Program Leader, Impact Hub Stockholm AB</p> <ul style="list-style-type: none"> • Strategic leadership and portfolio management for innovation ecosystem: Leading strategy and portfolio management across sustainability, innovation, and entrepreneurship programs, with end-to-end oversight of curriculum architecture and quality assurance for multiple international initiatives. Establishing learning objectives, modular structures (blended/online), facilitator guides, assessment frameworks, and iteration cycles across programs. Managing organizational transformation and capacity building for sustainable innovation programming. • Curriculum architecture and quality assurance leadership: Overseeing comprehensive curriculum development across multiple Swedish Institute programs including Global Executive Programme (100 senior executives from 22 countries), She Entrepreneurs (30+ women from MENA and Turkey per cohort), and Impact Pioneers (leaders/enablers of local impact entrepreneurship). Ensuring curriculum quality, learning outcome achievement, and participant satisfaction across diverse international audiences. • Multi-stakeholder partnership development and coordination: Building and maintaining public-private-civic partnerships across sustainability and innovation sectors. Coordinating co-design and co-delivery with Impact Hub network partners including Impact Hub Istanbul for regionally adapted programming relevant to Black Sea region. Introducing digital tools for participant engagement and tracking across international programs. |

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| | <ul style="list-style-type: none"> • International program leadership and cross-cultural facilitation: Leading Social Innovation Summit (Sweden) with multi-year involvement facilitating "unconference" formats to convene cross-sector stakeholders around social innovation challenges. Managing complex stakeholder relationships across government, academia, and private sector for maximum program impact and sustainability. <p>2020 – Present - Project Manager, European Funded Programs (Erasmus+), Impact Hub Stockholm</p> <ul style="list-style-type: none"> • EU consortium leadership and curriculum development excellence: Leading and coordinating EU consortia delivering curriculum development for adult learners across multiple Erasmus+ and Horizon Europe projects. Managing outcomes mapping (including EQF-aligned frameworks), module design, facilitator toolkits, and assessment rubrics. Coordinating pilots, evaluation, and iterative improvement processes across 5-8 partner organizations per project. • Innovation training and eco-entrepreneurship curriculum design: Serving as Principal Curriculum Architect for Youngpreneurs (Erasmus+) program involving over 200 young women across partner countries, focusing on entrepreneurship and leadership through non-formal learning, mentoring and peer learning systems. Leading curriculum design for WONDERFUL (Erasmus+) training program for young women in eco-entrepreneurship, including e-learning platform and digital toolkit development. • Adult learning program development and training-of-trainers: Leading curriculum design for FEMIN-ICT (Erasmus+) action-based trainings promoting women's equal participation in ICT sector across multiple European countries, including train-the-trainer components and institutional capacity building. Developing adult-learning program design for Reintegrate Wellbeing (Erasmus+) supporting recovery from burnout and reintegration into the job market, with tailored tracks for learners and support curricula for HR/career guidance professionals. • Multi-country program coordination and stakeholder engagement: Managing partner alignment, delivery planning, risk and budget follow-up, quality assurance and EU reporting across complex international consortia. Leading dissemination and stakeholder engagement with municipalities, universities, accelerators, and civil society organizations. Contributing to Accelerating Nordic Integration program with approximately 400 participants across multiple Nordic locations through hybrid delivery. |
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| | <p>2019 – 2021 - Senior Project Manager, "Urban Challenges – Making Public Transport Safe for All" (Impact Hub Stockholm & Swedish Institute)</p> <ul style="list-style-type: none"> • International curriculum development and cross-sector collaboration: Designed and facilitated comprehensive cross-sector collaboration formats on safe, inclusive, and sustainable mobility (SDG 11.2), coordinating stakeholders across Sweden, Mexico, Colombia, and Brazil. Created structured strategic planning workshops and capacity-building sessions for professional adult audiences, integrating adult learning principles and participatory methodologies. • Program design and implementation for sustainable development: Managed complex workplans, budgets, and Swedish Institute reporting while ensuring program quality and learning outcome achievement. Integrated SDG frameworks and measurable outcomes into program design, contributing to best-practice documentation and handbook development. Applied systems thinking and multi-stakeholder engagement approaches to address complex urban sustainability challenges. • International stakeholder coordination and knowledge transfer: Facilitated knowledge transfer and capacity building across four countries, managing cultural adaptation and local contextualization of program content. Developed assessment frameworks and evaluation methodologies to measure program effectiveness and stakeholder satisfaction across diverse international contexts. <p>2013 – 2017 - Press and Communication Officer & Program Development Specialist, Consulate General of Mexico, New York City, USA</p> <ul style="list-style-type: none"> • Comprehensive curriculum development and adult learning program leadership: Led and co-led curriculum and program development for adult learners in Mexican diaspora community (~1.2 million nationals) across three specialized learning streams. Applied andragogical methods, peer learning, and case-based exercises to support socio-economic integration and capacity building. Developed and implemented annual curriculum iteration cycles based on pre/post assessments and participant feedback. • Financial education curriculum design and training delivery: Designed and managed annual "Financial Education Week" program (Spanish/English) in partnership with banks, nonprofits, and government agencies. Created comprehensive learning modules covering budgeting, safe remittances, consumer rights, debt counseling, and small business development basics. Produced |
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| | <p>learner materials, coordinated trainers and volunteers, and facilitated workshops for diverse adult audiences with varying educational backgrounds.</p> <ul style="list-style-type: none"> • Cultural integration and civic participation training programs: Designed and delivered interactive workshops using adult learning methodologies, peer learning systems, and case-based exercises to support socio-economic integration of immigrant communities. Created curriculum addressing civic participation, cultural adaptation, and community engagement. Developed assessment tools and feedback mechanisms to measure learning outcomes and program effectiveness. • Sustainability awareness and environmental education curriculum: Integrated environmental responsibility and sustainable living content into community programs, including conscious consumption, waste management, and urban sustainability modules. Developed curriculum connecting environmental awareness with community development and economic empowerment. Applied systems thinking approaches to address interconnected social and environmental challenges. • Program evaluation and continuous improvement leadership: Established comprehensive KPI frameworks, conducted pre/post assessments, analyzed participant feedback and iterated curricula annually based on learning outcomes and community needs. Managed program quality assurance and stakeholder satisfaction measurement across multiple program streams. Developed evaluation methodologies that were adopted by other consular programs. |
| References | <p>Reference 1: Dr. Anna Karin Nyberg, Program Director, Swedish Institute Email: anna.karin.nyberg@si.se Phone: +46 8 453 7800</p> <p>Reference 2: Maria Gonzalez, Former Consul General of Mexico in New York Email: maria.gonzalez@sre.gob.mx Phone: +1 212 217 6400</p> |

I, the undersigned, certify to the best of my knowledge and belief, this bio-date is accurate.



Signature of Personnel (individual) or firm representative

06/09/2025

Date (Day/Month/Year)

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| Position | Senior Technical Specialist |
| Name of Personnel | Sanna Rådelius |
| Title | Experience Designer & Systems Innovation Strategist |
| Years with Firm | 1 |
| Nationality | Swedish |
| Language proficiency | Swedish: Native English: Fluent (professional working proficiency) |
| Education/ Qualifications | <p>2004-2008 - M.Sc, Professional Experience Production, Luleå University of Technology, Sweden</p> <ul style="list-style-type: none"> • Interdisciplinary master's program focusing on experience design, group dynamics, marketing, and project management • Specialization in Cultural Events and Event Marketing • Thesis: "The Event as an Experience Production" - exploring integration of Event Marketing with Experience Design for efficient communication • Relevant coursework: Group Dynamics, Project Management & Leadership, Marketing Communication |
| Professional certifications | <p>2024 - Certified Impact Measurement Professional Comprehensive 25-hour training covering impact measurement terminology, theory of change, qualitative/quantitative data collection, and impact valuation methods. Directly relevant for assessing and guiding eco-innovation startups .</p> <p>2022 - Metamodernity Masterclass, European School of Governance (EUSG) Advanced masterclass on navigating 21st-century challenges in the Anthropocene. Focus on fostering shared understanding of systemic and cultural shifts.</p> <p>2016 - Human-Centred Design Facilitator's Guide, +Acumen and IDEO.org Training focused on facilitating human-centered design processes to address complex social challenges</p> <p>2015 - U.lab: Transforming Business, Society, and Self, MITx, Massachusetts Institute of Technology Systems thinking and leading profound social, environmental, and personal transformation</p> |
| Employment Record/ Experience | <p>Summary of Experience: Over 14 years of professional experience in process leadership, methodology development, and innovation, with more than 10 years specifically dedicated to curriculum development, adult learning, and innovation training for social and sustainable development. Proven expertise in facilitating multi-stakeholder processes, coaching entrepreneurs, and designing learning experiences based on systems thinking and human-centered design.</p> |

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| | <p>Aug 2024 – Present - Senior Project Lead, Impact Hub Stockholm</p> <ul style="list-style-type: none"> • Administrative lead for international leadership programmes: Leading two major international leadership programmes commissioned by the Swedish Institute: She Entrepreneurs 2025 and Global Executive Programme (GEP). Managing comprehensive programme administration, stakeholder coordination, and delivery oversight for initiatives spanning multiple countries and diverse participant groups. Demonstrating advanced project management capabilities in complex international development cooperation context. • She Entrepreneurs programme leadership: Leading comprehensive leadership programme for highly motivated women entrepreneurs from Middle East and North Africa who are building scalable businesses contributing to sustainable climate solutions in water, energy, food production, circular economy, manufacturing, infrastructure, and transportation. Overseeing curriculum implementation focused on eco-innovation and green entrepreneurship principles. Managing participant selection, onboarding, and progression through structured learning pathway designed to accelerate climate-focused ventures. • Global Executive Programme management: Managing executive programme for 100 senior business leaders from 24 countries, designed to integrate sustainability into core business strategy and share Sweden's sustainable business practices globally. Coordinating complex multi-stakeholder engagement across government, academia, and private sector. Facilitating knowledge transfer and capacity building for sustainable business transformation at executive level. • Curriculum implementation & adult learning excellence: Overseeing practical, hands-on leadership training based on real business experience, collaborative learning, and participant-centric approaches. Managing integrated programme delivery including online workshops, onsite learning weeks, coaching, and mentorship components. Ensuring adult learning principles are applied effectively across diverse cultural and professional backgrounds. Achieving measurable learning outcomes and participant satisfaction metrics. • International programme management and cross-cultural coordination: Coordinating complex multi-country programmes with diverse stakeholder groups, demonstrating strong project management and cross-cultural communication skills. Managing relationships with Swedish Institute, international partners, and programme participants across multiple time zones and cultural contexts. Ensuring programme quality and compliance with international development cooperation standards. <p>Dec 2022 – Dec 2024 - Research Project Lead & Business Coach for Social Entrepreneurs, CSES - Center for Social Entrepreneurship Sweden</p> |
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| | <ul style="list-style-type: none"> • Innovation training and green entrepreneurship development: Led research projects and provided business coaching to social entrepreneurs, focusing on sustainable business models and impact measurement. Designed and delivered comprehensive coaching programs to accelerate early-stage social ventures, guiding 35+ entrepreneurs from idea to implementation with focus on green entrepreneurship principles. Developed a modular curriculum covering sustainable business development, impact logic, and eco-innovation methodologies. • Adult learning and capacity building for sustainable development: Mentored founders on business strategy, impact logic, and sustainable development, fostering adult learning environment for peer-to-peer support and knowledge sharing. Facilitated monthly cohort sessions with 15-20 participants, achieving 80% completion rate and measurable business development outcomes. Created assessment frameworks for tracking entrepreneur progress and programme effectiveness. • Research and impact measurement application: Conducted applied research on social entrepreneurship and sustainable business model development. Applied certified impact measurement methodologies to evaluate programme effectiveness and entrepreneur outcomes. Produced comprehensive reports that informed programme improvements and stakeholder communications, contributing to evidence base for social entrepreneurship support. <p>Jan 2023 – Jun 2023 - Development Lead, Systems & Service Design, Region Örebro County, Regional Development</p> <ul style="list-style-type: none"> • Curriculum & methodology development for public sector innovation: Contributed to development of regional Design Team tasked with strengthening capacity for systemic and sustainable development in Örebro County. Co-developed and tested new methods and work processes for applying systemic design (systems thinking + service design) to public health and welfare challenges. Created comprehensive methodology framework implemented across 8 regional departments. • Facilitation & training for sustainable regional development: Provided coaching, process support, and facilitation for regional development initiatives, promoting culture of systems innovation and sustainable practices. Led 6 multi-stakeholder workshops with 120+ participants from government, academia, and civil society. Achieved measurable improvements in cross-sector collaboration and sustainable development project outcomes. • Capacity building and knowledge transfer for public sector: Developed training materials and facilitation guides that enabled internal capacity building within regional government. Created train-the-trainer programmes that enabled regional staff to facilitate their own innovation processes, ensuring sustainable knowledge transfer and institutional capacity development. |
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May 2016 – Nov 2017 - Co-Founder & Process Designer, Radicle Sweden

- Large-scale curriculum design & community engagement:
Co-founded development agency specializing in process leadership and methodology development with focus on participation and social sustainability. Designed and facilitated large-scale citizen dialogue process for Norrtälje Municipality (20+ workshops) to co-create new rural development program, ensuring meaningful adult participation and learning. Engaged 250+ citizens in collaborative planning process that resulted in adopted municipal strategy.
- Eco-innovation & green entrepreneurship consulting for local development:
Conducted comprehensive social impact analysis for Lerum Municipality that served as foundation for open innovation process, aiming to build local hub for collaboration and sustainable innovation. Developed stakeholder engagement framework and facilitation methodology that enhanced municipal capacity for sustainable development and was replicated in other Swedish municipalities.
- Multi-stakeholder process design and implementation:
Created participatory methodologies for complex community development challenges, integrating systems thinking with human-centered design principles. Developed frameworks for cross-sector collaboration that enhanced municipal capacity for sustainable development and citizen engagement.

Feb 2010 – May 2016 - Founder & Experience Designer, Experience Design (ED) Sweden

- EU-funded innovation project leadership and curriculum development:
Founded and managed consultancy that evolved from cultural development to broader societal development, combining experience knowledge with Design Thinking. Led EU-funded (Interreg) project on behalf of Alexanderson Institute to explore and develop methods for innovation collaborations. Managed project budget of 1.8 million SEK and coordinated activities across 3 countries.
- Innovation training and urban development curriculum:
Designed a comprehensive curriculum for "Designwalk 2014" city event, training 120+ students in innovation and design thinking methodologies. Created a learning framework that integrated theoretical knowledge with practical application, resulting in 8 implemented urban development projects.
- Adult learning & eco-innovation for energy transition:
Designed and facilitated interactive round-table process for "Energifokus," project aimed at accelerating energy efficiency and sustainability measures among 700 decision-makers in Halland region. Created structured dialogue methodology that resulted in 12 new regional energy initiatives and

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| | <p>measurable improvements in cross-sector collaboration for sustainable development.</p> <ul style="list-style-type: none"> Youth entrepreneurship training and local innovation: Designed and implemented "Älska Resan!" (Love the Journey!), comprehensive development and innovation concept for youth in four Swedish municipalities. Trained 100+ young people to develop their own local projects and ideas, resulting in 20 implemented community initiatives. Created replicable methodology for youth entrepreneurship that was adopted by additional municipalities. |
| References | <p>Reference 1: Thomas Arctaadius (CSES), Fil. Dr. Professor in Entrepreneurship at Royal College of Music in Stockholm +46-70-595 21 68 thomas.arctaadius@cses.se</p> <p>Reference 2: Fanny Bergström Buller, ED Sweden +46 (0) 70-279 19 69 fanny.bergstrom-buller@regionorebrolan.se</p> |

I, the undersigned, certify to the best of my knowledge and belief, this bio-data is accurate.



Signature of Personnel (individual) or firm representative

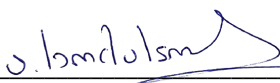
06/09/2025

Date (Day/Month/Year)

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| Position | Junior Project Analyst |
| Name of Personnel | Anna Khomasuridze |
| Title | Project Manager |
| Years with Firm | 3 |
| Nationality | Georgian |
| Language proficiency | Georgian: Native English: Fluent (professional working proficiency) Russian, French: Conversational |
| Education/Qualifications | <p>2023-2025 – Master of International Relations and EU Studies, University of Tartu</p> <ul style="list-style-type: none"> Erasmus+ Europe Exchange at Sciences Po Bordeaux BIP Exchange Program at Uppsala University: "climate change: ecosystem services of urban green zones" |

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| Employment Record/ Experience | <p>01/2021 – Present – Project Manager, Startup Georgia</p> <ul style="list-style-type: none"> • Supported startups in eco-innovation entrepreneurship programs. • Advised founders on business model development. • Coordinated workshops and investor networking, strengthening links with EU and international partners. • Prepared reports, proposals, and communications in English for international stakeholders. • Former Startup Founder. <p>06/2024 – 08/2024 – Internship, Georgian Foundation for Strategic and International Studies</p> <ul style="list-style-type: none"> • Supported conference logistics. • Interviewed political scholars to support research for political publications and a Master's thesis. • Published policy blogs analyzing EU energy security and hybrid threats. • Participated in internship lecture courses. • Conducted field research near the Abkhazia occupation line. <p>10/2022 – 06/2024 – Co-Founder, Da Vinci Green Systems (DG Systems)</p> <ul style="list-style-type: none"> • Led business development of sustainable greenhouse tech, reducing CO2 & fertilizer emissions by 50%. • Conducted market analysis and engaged in high-level networking to support scaling, green policy engagement, and investor relations. • Represented the company at international forums and acceleration programs (Rubik Garage, Impact Hub Tbilisi, YES-Georgia Young Entrepreneurs School Stream XIII). <p>06/2020 – 12/2020 – Internship, Rural Development Agency</p> <ul style="list-style-type: none"> • Facilitated project meetings, prepared agendas, coordinated stakeholders, documented key discussions, and ensured follow-up on action items. • Managed data on disaster-affected zones using Excel for environmental project reporting. |
| References | <p>Reference 1: Piret Ehin, Deputy Head for Research, Professor of Comparative Politics, Lossi 36-327, Tartu, Estonia, +372 737 5938, piret.ehin@ut.ee</p> <p>Reference 2: Elene Imnadze, Internship Coordinator, Georgian Foundation for Strategic and International Studies, +995 599 19 22 66 eimnadze@gfsis.org</p> |

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Signature of Personnel (individual) or firm representative

09.09.2025

Date (Day/Month/Year)