



UNICEF USA EMPLOYEE HANDBOOK



UPDATED JUNE 2024



for every child

DEAR COLLEAGUES,

Welcome to UNICEF USA (UUSA)! We believe that you have a significant contribution to make to UUSA, where we strive to do whatever it takes to save and protect the world's most vulnerable children, making sure they have access to clean water, nutrition, education, and protection. We strive to create work environments where staff feel inspired to do their best by providing them with challenging responsibilities and an equitable, inclusive, and affirming working atmosphere. We hope that you will find that your decision to join UUSA will be one of the best you've made.

This manual will serve as a useful reference for understanding UUSA's People and Culture policies, procedures, and benefits. Please review this manual carefully. If you have any questions, the staff in People and Culture will be happy to help you. As you read through the introductory pages, I hope you get a deeper sense of who we are and of our core values. As a member of the UUSA team, you help make achieving our ambitious goals to help children thrive possible. We value every one of our employees and recognize that each person contributes to our overall mission in an important way.

UUSA has an open-door policy, and we are committed to being responsive and proactive. Please do not assume that you need to have a problem before contacting your supervisor, the Senior Management Team (SMT), or any staff member of the People and Culture team. They are there to assist you with any questions you have or information you may need.

It is a pleasure to have you as a colleague at UUSA and I hope you will find working here both a joy, and a challenge, as together we improve life for children everywhere.

Warmly,

A handwritten signature in black ink, appearing to read "M/JL", with a long horizontal stroke extending to the right.

Michael J. Nyenhuis
President and CEO, UNICEF USA

Michael J. Nyenhuis, President and CEO, UNICEF USA

125 Maiden Lane, New York, NY 10038 Phone 212-922-2566 unicefusa.org

CONTENTS

MISSION AND OVERVIEW OF UNICEF USA.....	5
CORE VALUES.....	5
PREFACE.....	6
SECTION 1 EMPLOYMENT.....	7
Employment At-Will.....	8
Eligibility to Work.....	8
Equal Employment Opportunity.....	9
Anti-Harassment and Anti-Retaliation.....	9
Prohibited Conduct.....	9
Reporting Procedures.....	11
Anti-Retaliation Policy.....	13
Accommodations.....	13
Employee Status.....	14
Employment Classifications.....	14
Employment and Assignment of Staff Relatives.....	15
Personnel and Medical Records.....	15
Drug and Alcohol Policy.....	15
SECTION 2 WORKING HOURS AND PAY.....	17
Standard Work Week.....	18
Attendance and Punctuality.....	18
Recording Time Worked.....	18
Compensation.....	19
Meals and Breaks.....	19
Accommodation to Express Breast Milk.....	20
Expense Reimbursement.....	20
SECTION 3 BENEFITS.....	21
Holidays.....	22
Flexible Time Off Policy.....	22
Sick Leave.....	24
Parental Leave.....	25
Jury Duty and Subpoenaed Leave.....	26
Family and Medical Leave.....	26
Personal Leave.....	27
Other Benefits.....	27

Domestic Partnership.....27

Short-Term Disability.....28

Long-Term Disability.....28

Workers’ Compensation.....28

SECTION 4 **WORKPLACE GUIDELINES**29

Code of Conduct..... 30

Conflict of Interest..... 31

Gifts..... 31

Whistleblower and Ethics Point Policy 31

Confidential Information33

Performance Appraisals.....33

Email and Information Security Policies.....33

Cell Phone Usage35

Social Media35

Emergency Closings36

No Solicitation/Distribution.....36

Workplace intimidation and violence.....37

WORKPLACE SEARCHES.....38

REMOTE WORKING POLICY38

Dress Code38

TRAVEL AND BUSINESS EXPENSE REIMBURSEMENT POLICY39

NO ELECTRONIC RECORDING POLICY39

SECTION 5 **DISCIPLINE AND SEPARATION**..... 40

Disciplinary Policy 41

Exit Procedures 42

APPENDIX 44

state AND LOCAL laws..... 45

MISSION AND OVERVIEW OF UNICEF USA

UUSA Vision: A world that upholds the rights of all children and helps every child thrive.

UUSA Mission: To relentlessly pursue a more equitable world for every child.

Over eight decades, the United Nations Children’s Fund (“UNICEF”) has built an unprecedented global support system for the world’s children. UNICEF relentlessly works day in and day out to deliver the essentials that give every child an equitable chance in life: health care and immunizations, safe water and sanitation, nutrition, education, emergency relief and more. UNICEF USA (“UUSA” or “We”) advances the global mission of UNICEF by rallying the American public to support the world’s most vulnerable children. Since our founding in 1947, UUSA has continually adopted UNICEF-assisted projects and provides special funding for a designated time period.

To provide funding for those projects, UUSA relies on generous gifts and grants from individuals, corporations, foundations, and non-governmental organizations. In most instances, the projects sponsored by UUSA do not represent all that UNICEF is doing to help pave the way toward development in a given country. Nor does the UUSA contribution by itself usually cover the total cost of the project. Rather, it is combined with funding from governments and national funds in other countries, funds from host governments, gifts-in-kind and general UNICEF funds.

UUSA is organized under the laws of New York State as a not-for-profit corporation. As such, UUSA is a tax-exempt organization as defined under Section 501(c)(3) of the Internal Revenue Code and is governed by an independent, non-salaried Board of Directors.

CORE VALUES

We Value:

Children—and Their Rights

Children are at the center of all we do. We partner with them to uphold their rights, elevate their voices, and build the world we share and the one they will inherit.

Big Thinking; Bold Action

The world’s problems require bold solutions. We are creative and curious, smart and strategic, disciplined and driven to deliver real change for children.

The Power of We

Changing the world takes all of us. We build strong teams and partnerships by valuing diverse perspectives, listening, learning, and caring for one another.

PREFACE

The material in this UNICEF USA Employee Handbook (“Handbook”) will serve both as an employee handbook and a policies and procedures manual. This Handbook has been prepared to help you better understand the terms and conditions of your employment with UUSA. It contains a wide range of procedures, rules, policies and benefits most often applied to day-to-day work activities relating to your employment. It is your responsibility to review this material in detail and be acquainted with its contents. We reserve the right to make changes to this document, at the sole discretion of UUSA, without prior notice. However, UUSA will make every effort to advise employees of changes to policies.

All employment with UUSA is “at will.” This Handbook offers no guarantee of employment to any employee, either expressed or implied. This Handbook does not constitute an implied or express contract of employment between you and UUSA, nor is this Handbook intended to create contractual rights between you and UUSA. Following an individual orientation session, **each new staff member must sign an Acknowledgment of Receipt of People and Culture Policies and Procedures Manual and return it to People and Culture (peopleandculture@unicefusa.org)**. Your signature on this form acknowledges that you have received the policies and procedures set forth in this manual.

If you have any questions or need more information on any subject in this manual, please contact the Chief People Officer and/or the Director of People and Culture.

SECTION 1
EMPLOYMENT

EMPLOYMENT AT-WILL

The policies and procedures in this Handbook are guidelines only. UUSA reserves the right to interpret and administer the provisions of this Handbook, as needed. Except for at-will employment policy, which only may be modified in writing by the President and CEO, UUSA has the maximum discretion permitted by law to change, modify or delete any provision in this Handbook at any time, with or without notice.

This handbook does not contain any promise of any kind to any employee.

Regardless of what is written in this Handbook, or anything else written or said by any UUSA supervisor, manager or administrator, nothing in this Handbook should be considered a promise by UUSA. UUSA remains free to change working conditions, wages and benefits, among other things, without having to consult anyone and without anyone's agreement. UUSA continues to have the sole discretion and authority to end the employment of anyone with or without good cause, except to the extent prohibited by applicable law.

Oral statements or representations cannot supplement, change or modify the provisions in this Handbook. Any applicable employment laws, regulations or written employment agreements will supersede this Handbook, but all other aspects of this Handbook remain.

You should read and become familiar with the information contained in this Handbook. Failure to comply with these policies or procedures may result in discipline, up to and including termination of employment.

This Handbook does not constitute an implied or express contract of employment between you and UUSA, nor is this Handbook intended to create contractual rights between you and UUSA. All employment with UUSA is "at will." Only the President and CEO has the authority to enter into any agreements modifying the at-will employment relationship with UUSA and any such modification must be in writing, signed by the President and CEO. Accordingly, you should be aware that this Handbook does not alter the at-will nature of employment with UUSA. Either you or UUSA can end the employment relationship at any time with or without cause for any reason.

This Handbook supersedes all prior versions published or distributed by UUSA and any inconsistent oral or written statements. In the event of a conflict between the terms of this Handbook and any other work rules, policies or procedures (other than benefit plan documents), the terms set forth in this Handbook shall govern. For specific information about employee benefits, you should refer to the plan documents, which are controlling.

ELIGIBILITY TO WORK

UUSA only employs United States citizens and non-citizens who are authorized to work in the United States. UUSA does not unlawfully discriminate on the basis of citizenship or national origin. We are required under federal law to verify the identification and employment eligibility of all newly hired employees through the completion of the I-9 Employment Eligibility Verification Form. All potential employees must fill out the I-9 form, and present documentation establishing identity and employment eligibility. New hires will complete this form on the first day of employment and are required to produce appropriate identification and documentation which confirm eligibility for employment in the United States. Newly hired employees have

three business days to produce identification. If identification is not provided within three business days, the offer of employment will be withdrawn, and employees will not be permitted to begin or continue work.

EQUAL EMPLOYMENT OPPORTUNITY

UUSA is an Equal Opportunity Employer that complies with all applicable federal, state and local fair employment practice laws, and makes employment decisions on the basis of merit. We strictly prohibit and do not tolerate illegal discrimination, which includes, among other things, discrimination on the basis of age, race, color, religion, creed, national origin, ethnicity, sex, pregnancy, gender and actual or perceived sexual orientation. This policy applies to all terms and conditions of employment, including but not limited to, hiring, training, promotion, discipline, compensation, benefits and termination of employment. Every employee is responsible for helping UUSA maintain a climate that provides equal opportunity for all.

UUSA will make reasonable accommodations for qualified individuals with disabilities, for the religious beliefs and practices of which UUSA is aware and for other purposes required by applicable federal, state and local law. However, we need not make any accommodation, which would cause undue hardship to UUSA.

Employees who seek accommodation should see the Accommodations policy in this Handbook and contact People and Culture for more assistance.

ANTI-HARASSMENT AND ANTI-RETALIATION

UUSA strives to create and maintain a work environment in which all people are treated with dignity, fairness and respect. It is essential to the mission of UUSA that all employees can work in an environment free from all forms of unlawful discrimination, harassment and retaliation. For that reason, UUSA will not tolerate unlawful discrimination, harassment and retaliation. UUSA will seek to prevent and remediate behavior that violates this Policy including taking appropriate disciplinary measures, up to and including termination.

This Policy applies to all employees, applicants for employment, interns, whether paid or unpaid, contractors and anyone conducting business with UUSA (collectively referred to hereafter as “employees”).

PROHIBITED CONDUCT

Discrimination

UUSA provides equal employment opportunities free from illegal discrimination to all qualified employees and applicants for employment without regard to membership in a legally protected class.

As set forth in the Equal Employment Opportunity section above, UUSA complies with all applicable employment laws governing issues of discrimination. Discrimination in violation of this Policy will not be tolerated. All employees should immediately report any suspected violations of this Policy in accordance with the Reporting Procedures described below. UUSA will investigate all complaints and, where appropriate, take swift and prompt remedial action to address a discrimination complaint.

Harassment

Unlawful harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of the person’s race, creed, color, religion, gender, national origin, ancestry, age, marital

status, affectional or sexual orientation, genetic information, pregnancy, gender identity or expression, disability or that of the person's relatives, friends, or associates, or other characteristic protected by applicable law, which (i) has the purpose or effect of creating an intimidating, hostile, or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities. UUSA will not tolerate any form of illegal harassment.

This Policy prohibits illegal harassment of employees by other employees, contractors, suppliers or customers. The prohibition against harassment based on a protected classification includes but is not limited to:

- Verbal comments which are derogatory or offensive based on a protected class, such as epithets, slurs, jokes, negative stereotyping or other comments that have the purpose or effect of creating an intimidating, offensive or hostile work environment.
- The distribution, display, broadcast or dissemination of any written or graphic material which is derogatory or offensive based on a protected class and has the purpose or effect of creating an intimidating, offensive or hostile work environment.

Harassment is not limited to the physical workplace itself. It can occur while employees are traveling for business or at employer sponsored events or parties. Calls, texts, emails and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices or during non-work hours. Harassing conduct using UUSA-furnished facilities for electronic communications, such as computers, laptops, cell phones, telephones, fax machines, email, PDAs, etc., used to access, print, display, store, download, communicate or send offensive or insensitive material based on a protected class is expressly prohibited and is in violation of this Policy. For more information about this topic please refer to UUSA's "Information Systems" Policy.

Sexual Harassment

Sexual harassment is a form of sex discrimination and is unlawful under federal, state and (where applicable) local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and transgender status.

Sexual harassment can occur between any individuals, regardless of their sex or gender. UUSA prohibits all sexual harassment of any of its employees, paid or unpaid interns, and non-employees, including independent contractors, and those employed by companies contracting to provide services in the workplace.

Sexual harassment is unlawful when it subjects an individual to inferior terms, conditions or privileges of employment. Harassment need not be severe or pervasive to be unlawful and can be any harassing conduct that consists of more than petty slights or trivial inconveniences. Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual's sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;
- Such conduct is made either explicitly or implicitly a term or condition of employment; or

- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual's employment.

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation or physical violence which are of a sexual nature, or which are directed at an individual because of that individual's sex. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, which interfere with the recipient's job performance.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment.

Any harassing conduct, even a single incident, can be addressed under this Policy.

Any employee who feels harassed should report so that any violation of this Policy can be corrected promptly.

Examples of sexual harassment

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited:

- Non-consensual physical acts of a sexual nature, such as touching, pinching, patting, kissing, hugging, grabbing, brushing against another employee's body or poking another employee's body;
- Rape, sexual battery, molestation or attempts to commit those things.
- Unwanted sexual advances or propositions, such as:
 - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion or other job benefits or detriments;
 - Subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks or jokes or comments about a person's sexuality or sexual experience, which create a hostile work environment.
- Sex stereotyping, which occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as displaying pictures, posters, calendars, objects, reading materials or other items that are sexually demeaning or pornographic. This prohibition includes, without limitation, displays on workplace computers or cell phones.

REPORTING PROCEDURES

Any employee and other individual who has a relationship with UUSA and who believes that they have experienced illegal harassment or other discrimination by an employee of UUSA should report the incident immediately to the Chief People Officer and/or the Director of People and Culture ("Reporting Officer"). The Reporting Officer will document the report and have the option to inform the General Counsel dependent on the nature of the reported incident. All reports of unlawful discrimination or harassment will be promptly, thoroughly and impartially investigated by the Chief People Officer or the Chief People Officer's designee. In

addition, the individual responsible for the investigation will notify the General Counsel of the existence of the claim and status of the investigation.

A form for submission of a written complaint is available from People and Culture, and anyone who wishes to report a complaint is encouraged to use this form. Employees who are reporting harassment on behalf of other employees should use the complaint form and note that it is on another employee's behalf. Complaints pursuant to the Anti-Harassment and Anti-Discrimination policies may also be submitted through the Ethics Point procedure described below.

UUSA's encouragement of employees to make complaints of harassment or discrimination does not foreclose employees from choosing to pursue informal means of resolving workplace disputes. For example, if you believe you are being harassed, you may wish to simply inform the alleged offender that the conduct is unwelcome and request that the conduct stop immediately. We recognize, however, that it may be difficult or impossible to confront an offender directly. If for any reason an employee is unable to or does not feel comfortable raising the issue with the alleged offender, or the unwelcome behavior continues, the employee should report the conduct immediately as specified above.

All supervisors and managers who receive a complaint or information about suspected harassment or discrimination, observe what may be unlawful discriminatory or harassing behavior, or for any reason suspect that unlawful discrimination or harassment is occurring, are required to report the conduct to the Reporting Officer. Supervisors and managers will be subject to discipline for failing to report suspected harassment or discrimination or otherwise knowingly allowing it to continue. Supervisors and managers also will be subject to discipline for engaging in any retaliation, as described below.

Complaints and all details of investigations will be treated as confidential information. Only those involved in the investigation, witnesses to the alleged unlawful harassment or discrimination and the alleged offender will be contacted. UUSA will attempt to protect the privacy of the person who filed the complaint. Nonetheless, the identity of the person who made a complaint may be revealed to individuals such as those investigating or reviewing the situation and the alleged offender. Details of the investigation may also be released in the event of a court proceeding or to a government investigating agency upon receipt of an appropriate request for such information.

If anyone discusses conduct prohibited by this Policy with a manager or supervisor and asks the manager to maintain confidentiality, the manager or supervisor must inform the employee prior to receiving the complaint that they are obligated to share the complaint with the Reporting Officer, who will treat the complaint as noted above.

All persons involved, including complainants, witnesses and alleged harassers, will be accorded due process to protect their rights to a fair and impartial investigation. Investigations will be tailored to the needs of each case but will generally include interviewing all parties involved and collecting relevant documents. Written documentation of the investigation will be created and kept in a secure location.

Employees are required to cooperate in an investigation in the form and as requested by UUSA. Failure to cooperate in an investigation may result in employee discipline, up to and including termination.

UUSA will not tolerate retaliation against any employee who files a complaint in good faith, or who supports a complainant or participates in an investigation regarding a violation of this policy.

UUSA will appropriately discipline any employee who is determined, after an investigation, to have violated any UUSA policy or applicable law. Discipline may include, without limitation and in the sole discretion of UUSA, a verbal or written warning, reprimand, withholding of a promotion, demotion, reassignment, suspension with or without pay, compensation adjustment or immediate discharge.

UUSA also recognizes that false accusations have serious effects on innocent persons. If, after investigation, it is clear that a person who has filed a claim against another employee for violating this Harassment Policy has made a false accusation or has acted in bad faith, the accuser will have violated this policy and will be subject to appropriate discipline, up to and including immediate termination of employment. It is important to note, however, that the fact that a complaint is not substantiated or is determined not to constitute a violation of this policy does not mean that the complaint was false or was not made in good faith.

ANTI-RETALIATION POLICY

UUSA will not tolerate unlawful retaliation against an employee because the employee, in good faith, reports discrimination or harassment, or provides information related to such complaints. Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a harassment or discrimination claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation (e.g., threats of physical violence outside of work hours).

The law protects from retaliation any individual who has engaged in “protected activity,” which may include:

- Making a complaint of harassment or discrimination, either internally or with any anti-discrimination agency;
- Testifying or assisting in a proceeding involving harassment or discrimination under any federal, state or local anti-discrimination law;
- Opposing harassment or discrimination by making a verbal or informal complaint to management, or by simply informing a supervisor or manager about the conduct;
- Reporting that another employee has been harassed or discriminated against; or
- Encouraging a fellow employee to report harassment or discrimination.

Investigations of potential retaliation will be conducted in accordance with the procedures described in the section above.

ACCOMMODATIONS

In accordance with applicable federal, state and local law, UUSA provides reasonable accommodations to the following employees to allow them to perform the essential functions of their position, except where doing so would result in an undue hardship to UUSA:

- Those with a known mental or physical disability;
- Pregnant individuals and/or individuals with pregnancy or childbirth-related medical conditions and individuals who require lactation breaks;

- Victims of domestic violence, sex offenses or stalking;
- Employees with religious observance and practice obligations.

If you wish to seek accommodation for any of the above reasons, notify your manager who will escalate appropriately. Once UUSA is aware of the need for an accommodation, UUSA will engage in a dialogue with you to address your request and potential accommodations that may address your situation, including alternatives to your requested accommodation and any difficulties that such potential accommodations may pose for UUSA. In each case, UUSA will seek to have a timely, good faith discussion with the employee to determine what accommodation, if any, may be appropriate. After a determination is made at the conclusion of this dialogue, UUSA will provide the employee requesting accommodation with a final written determination regarding the request.

If leave is provided as reasonable accommodation, such leave will run concurrently with the federal Family and Medical Leave Act and/or any other leave where permitted by applicable law.

EMPLOYEE STATUS

UUSA classifies employees based on their work schedules and employment status. Employees are classified as either full-time, part-time or temporary as outlined below.

Full-Time Employees are those who are employed by UUSA on a regular year-round basis to work no less than a 35-hour work week.

Part-Time Employees are employed for fewer than 35 hours per week. Part-time employees who are regularly scheduled to work 20 hours or more per week receive certain benefits on a pro-rata basis.

Temporary Employees are those employed by a staffing agency and who perform work at UUSA on a temporary basis. Temporary Employees are not eligible for UUSA employee benefits except as required by law or pursuant to any agreement with the relevant staffing agency. Temporary Employees are hired for a fixed time period and must be assigned an end date that is generally not to exceed 12 months.

Interns are considered Temporary Employees for purposes of UUSA policies, but interns are hired directly by UUSA and not by a staffing agency.

EMPLOYMENT CLASSIFICATIONS

Employees are classified as “exempt” and “non-exempt” in accordance with the Fair Labor Standards Act (“FLSA”) and applicable state laws.

Exempt employees are paid on a salary basis and are expected to work as many hours as necessary to accomplish their job duties. Exempt employees are not entitled to overtime compensation.

Non-exempt employees are those who are not exempt from the overtime provisions of the FLSA and are therefore entitled to overtime pay for all hours worked beyond 40 in a workweek. *(In certain locations, state or local laws may require that overtime for non-exempt employees be calculated differently.)* All employees who are eligible for overtime pay must obtain advance approval from their supervisor before working any overtime

hours. Any employee requesting overtime must submit a formal request to their supervisor detailing the reason for the overtime, the expected duration, and any other relevant information. Supervisors are responsible for reviewing overtime requests promptly and either approving or denying them based on business needs, workload, and budgetary constraints. Engaging in unauthorized overtime work may result in discipline.

EMPLOYMENT AND ASSIGNMENT OF STAFF RELATIVES

Recruiting and hiring at UUSA is based on the candidate's qualifications and UUSA's needs. You are not allowed to supervise or be supervised by a family member or close relative. Family members and close relatives will not be involved in any manner in evaluating each other's job performance, issuing discipline, managing job performance or making recommendations for or having input in salary adjustments, promotions or any other term or condition of employment.

A family member is defined as a spouse, child, mother, father, sister, brother, grandparent, mother/father-in-law, sister/brother-in-law or any other individual who lives in the same household as the employee and is a close relative or significant other. A close relative may include, but is not limited to stepmother, stepfather, stepbrother, stepsister, stepchild, aunt, uncle, cousin, niece, nephew and romantic partner.

During the initial screening of applicants, a prospective candidate will be asked if a family member or close relative works for UUSA and, if so, in what department. Whenever it is determined that two currently employed persons are or have become family members or close relatives, and one is under the other's supervision, one will be directed to transfer voluntarily to another supervisor. In addition, and when necessary, termination of employment of one of the employees in the relationship may be necessary, within UUSA's sole discretion.

PERSONNEL AND MEDICAL RECORDS

Employee files are maintained by People and Culture and are considered confidential. UUSA grants access to an employee's personnel file on a "need-to-know" basis only, and in accordance with applicable law. If you wish to review your personnel file, you may do so after giving UUSA reasonable notice. Unless otherwise required by law, inspection must occur in the presence of People and Culture. All requests by an outside party for information contained in a UUSA personnel file will be directed to People and Culture, which is the only department authorized to provide such information or as required by law.

DRUG AND ALCOHOL POLICY

The health and safety of the public and of UUSA employees are of utmost concern. UUSA will not tolerate any drug or alcohol use that imperils the health and well-being of the public or of its employees.

Unless applicable law provides otherwise, UUSA expressly prohibits the use, sale or being under the influence of alcohol, illegal drugs or other impairing substances at any time that employees are either (1) on duty or conducting UUSA business (either on or away from UUSA's premises) or (2) on UUSA's premises (whether or not the employee is working). While the use of marijuana has been legalized under certain state laws for medicinal and recreational uses, it is an impairing substance that remains an illegal drug under federal law, and as such its use is prohibited under this policy. The one exception to the prohibitions noted above is that

UUSA permits employee consumption of alcohol at UUSA-sponsored events, provided employees properly conduct themselves and otherwise comply with all aspects of this Handbook.

UUSA does not discriminate against employees solely on the basis of their off-duty use of marijuana in compliance with state law.

Employees who are taking over-the-counter or prescription medications must verify with their doctor that taking such medication will not hamper their safe performance of their duties, and may be required to submit to examination and/or furnish documentation concerning safe performance of duties. If you take an over-the-counter or other legally prescribed medication to treat a disability, you should inform People and Culture if you believe the medication will impair your job performance, safety or the safety of others, or if you believe you need a reasonable accommodation before reporting to work while under the influence of that medication.

SECTION 2

WORKING HOURS AND PAY

STANDARD WORK WEEK

UUSA expects that most full-time employees will be available to work from 9:00 am to 5:30 pm local time daily, Monday through Thursday. All UUSA offices close at 2:00 p.m. local time each Friday. The standard work week is 35 hours. However, some employees may work different schedules, depending on the needs of the department, individual or the type of work being performed. Such different schedules are arranged by the department supervisor and are discussed with the employee.

Department supervisors will work out schedules with employees so that the 35-hour work week is completed by 2:00 p.m. local time on Friday.

ATTENDANCE AND PUNCTUALITY

All employees are expected to report to work promptly in accordance with their established schedules. While there are circumstances in which absence or lateness cannot be avoided, UUSA expects good overall and timely attendance.

All time off must be requested as outlined in UUSA's policies. If you are unexpectedly unable to report for work for any reason, you must directly notify your supervisor as soon as practicable. If an illness or emergency occurs during work hours, you should notify your supervisor as soon as possible.

If you need to be absent for more than one day, you should contact your supervisor on each day of your absence, unless you are on an approved leave of absence. UUSA reserves the right to ask for a physician's statement in the event of a long-term illness (defined as three consecutive days), or multiple illnesses or injuries.

If you fail to contact your supervisor after three consecutive days of absence, UUSA will presume that you have voluntarily resigned and your employment will be terminated immediately. UUSA will review any extenuating circumstances that may have prevented an employee from calling in before the employee is removed from payroll.

Should undue or recurrent absence and tardiness become apparent, you will be subject to disciplinary action, up to and including immediate termination of employment.

Failure to provide sufficient notice, excessive unexcused absence, and/or unexcused lateness can result in disciplinary action, up to and including immediate termination of employment.

This policy does not apply to absences protected under applicable federal, state, or local law, to the extent that such law differs from this policy.

RECORDING TIME WORKED

UUSA requires non-exempt employees to keep a record of their time worked. Electronic timecards are used to track the work hours for non-exempt employees for each pay period.

Non-exempt staff must record the actual hours worked each day, *e.g.*, 9:10 a.m. to 5:10 p.m., rather than the hours that you are scheduled to work, *e.g.*, 9:00 a.m. to 5:30 p.m. You may only record time for yourself. Recording time for another employee is strictly prohibited.

Electronic timecards must be submitted no later than Monday at 10:00 a.m. for the preceding week. Attendance sheets must be approved by a supervisor prior to submission. It is the supervisor's responsibility to ensure that their direct reports report their hours accurately and completely, including all hours worked, any paid absences and leave time.

Electronic time records are maintained by People and Culture.

COMPENSATION

UUSA employees are paid every two weeks. If the normal payday falls on a holiday, you'll receive your paycheck on the prior workday. Pay records can be accessed online through the applicable payroll system. If you need to make changes to your direct deposit or other pay delivery method, please make the change directly on the payroll system or contact People and Culture for assistance in making these changes.

UUSA takes steps to ensure that employees receive the correct amount of pay in each paycheck. To ensure that your pay is accurate, and that no deductions have been made in error, we encourage you to check your pay stubs regularly. If you become aware of any error you are expected to report it to your supervisor or People and Culture immediately. If an error was made, UUSA will correct it promptly.

MEALS AND BREAKS

All rest and meal periods will be provided in accordance with state law.

Meal Breaks

In general, and unless applicable law provides otherwise, if a non-exempt employee works more than six hours that extend through the hours of 11:00 am through 2:00 pm, the employee will receive a 30-minute unpaid meal break between 11:00 am and 2:00 pm.

Meal breaks are intended to provide a break from work. Non-exempt employees are not permitted to perform any work during meal breaks and are encouraged to take meal breaks away from their work area. Non-exempt employees must record the starting and stopping times of meal breaks on their time sheet. Meal breaks do not count as hours worked for non-exempt employees and are unpaid.

Supervisors and managers are prohibited from requiring or encouraging non-exempt employees to perform work during unpaid meal breaks. Any non-exempt employee who performs work during their meal break must record the time worked on their electronic timecard and notify their supervisor or manager of the time worked.

Rest Breaks

Non-exempt employees are permitted a 15-minute rest break for each four-hour segment of work, or an amount of break time consistent with applicable law. Non-exempt employees on rest breaks are not required to clock in and clock out because this time is considered "time worked" and is compensable.

ACCOMMODATION TO EXPRESS BREAST MILK

UUSA will make available a location that is not a restroom where our employees may express breast milk in privacy and will allow reasonable breaks for the purposes of expressing breast milk.

If you are required to record time, you must accurately record the start and end of lactation breaks longer than 15 minutes. Uninterrupted lactation breaks of this amount of time do not count as hours worked. If you are a non-exempt employee, you may use your paid breaks to express breast milk. To the extent that time spent expressing breast milk does not run concurrently with or exceeds paid break time, such additional time shall be unpaid. Exempt employees will be paid their regular salary for time spent expressing breast milk.

To request lactation accommodation, please contact People and Culture. Once People and Culture receives your request, we will respond within five business days. Where two or more employees need to use a lactation space at the same time, we will work with employees to create an environment where employees can express breast milk in privacy. Where your request for a lactation accommodation poses an undue hardship for UUSA, UUSA will engage in an accommodations discussion per the Accommodation Policy as required by law.

UUSA will not retaliate against employees who choose to express breast milk pursuant to this policy. Any employee who experiences such discrimination or retaliation should notify People and Culture immediately.

EXPENSE REIMBURSEMENT

Meal Allowance

Reasonable cost of business-related meals, including tips, is allowed. Reasonable expenses are determined by customary prices for the region but may not exceed \$60.00 per day for major U.S. metropolitan cities/areas (\$79.00 in NYC). Reimbursement must be approved in advance by an individual at the Vice President level or above. Meal expenses related to hosting donors and board members are not restricted to the daily meal allowance. Meals exclusively with local UUSA employees are not reimbursable.

Employees who are working in a UUSA office may be reimbursed for evening meals and weekend lunches if asked to work more than three hours beyond the employee's normal workday, or more than four hours on the weekend. If the employee's supervisor asks the employee to work more than three hours beyond the employee's normal scheduled time, the employee will be eligible for a supper allowance of \$20.00 for each occasion. Employees who are asked by their supervisor to work for four hours or more on a Saturday, Sunday or a holiday will be eligible for a lunch allowance of \$12.00 for each occasion.

All requests for meal reimbursement must be first approved by the employee's immediate supervisor. Receipts for meals should be attached submitted via NetSuite and submitted for payment. Please retain written detailed receipts for all amounts and submit them to Finance upon return.

SECTION 3

BENEFITS

HOLIDAYS

UUSA observes 12 paid holidays during the year:

- New Year's Day
- Martin Luther King's Birthday
- Presidents' Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Indigenous People's Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day
- Additional December Day

Dates of all holidays are announced at the beginning of each fiscal year. Holidays occurring on Saturday will generally be observed on the preceding Friday. Holidays occurring on Sunday generally will be observed on the following Monday. On the last day of business before Thanksgiving, Christmas and New Year's holidays, UUSA offices close at 1:00 p.m. local time. Employees who are scheduled to work that day are paid for the full regular working day. On the last day of business before all other holidays, UUSA offices will remain open until 5:00 p.m. local time, and all employees will observe regular working hours.

Full-time employees receive full pay for holidays. Part-time employees receive prorated holiday pay for all holidays if they are regularly scheduled to work that day. Non-exempt employees who are authorized in advance to work on a UUSA recognized holiday will receive time-and-a-half hourly pay for all hours worked on the holiday.

Flexible Time Off Policy

We recognize the importance of time off for our employees and have established a Flexible Time Off (FTO) policy to allow eligible employees the greatest possible flexibility in their life away from work. Our Flexible Time Off Policy is premised on our belief that employees should take the time off that they need, when they need it, to achieve balance in their life while continuing to deliver exceptional results when they are on the job. We also believe in fostering a work environment built on a culture of trust and responsibility.

FTO is available for all employees who work 20 hours or more per week. FTO may be used for vacation, personal time off, bereavement, participation in school activities, and for any reason permitted by any applicable state or local law, but generally may not be used for time off which is otherwise covered by UUSA's Leaves of Absence and Paid Sick Time policies, such as the family and medical leave, pregnancy disability leave, and temporary disability leave policies. FTO may only be used after an eligible employee has completed three months of continuous service (unless otherwise required by applicable law).

FTO is not available to part-time employees who work fewer than 20 hours per week or Temporary Employees. To the extent that applicable law provides paid time off for temporary and/or part-time employees, such law will govern.

To the extent that this policy conflicts with applicable state or local laws related to paid time off, the applicable state or local law will govern.

FTO Scheduling

Even though there is no set amount of FTO available, we still require eligible employees to provide adequate notice and obtain manager approval for FTO requests to ensure that staffing and other business needs at UUSA are met. Employees who abuse the FTO policy or fail to satisfactorily perform their job duties may be subject to disciplinary action, up to and including termination of employment.

FTO will usually be approved by the department supervisor who will consider employee requests in scheduling vacations consistent with the department's needs, along with the seniority of each employee when there are duplicate vacation requests. Except for unexpected illness or emergency, time off requests to use FTO should be submitted as far in advance as possible. Suggested minimum notice is provided below for guidance:

Number of days of continuous FTO	Suggested minimum notice
2 to 5 days	1 week
More than 5 days	2 weeks
More than 2 weeks	1 month
More than 4 weeks	3 months with prior written approval of your manager

Any FTO requests of 2 weeks or more will require a written, detailed plan for coverage in your absence that is approved by your manager.

Any FTO requests of 4 weeks or more will also require approval from your Leadership Team member and the Chief People Officer.

Employees are required to submit FTO notifications through ADP. No FTO may be taken unless approved in accordance with this Policy.

Coordination with Other Benefits and Leaves

This FTO policy does not supersede or replace our disability policies or practices or any provision of any federal or state law that provides family or medical leave rights or other leave entitlements, including without limitation, the Family and Medical Leave Act and any other UUSA leave policy or practice provided by UUSA (a "Leave of Absence Policy"). When an employee's absence falls within the scope of the law or a Leave of Absence Policy, the employee is not eligible for FTO under this policy but is instead subject to all terms and conditions of the applicable law or Leave of Absence Policy.

FTO for Hourly/Non-exempt Employees

Eligible hourly, non-exempt employees who are either full-time or part-time employees who regularly work 20 hours or more per week have the benefit of FTO, however, FTO used must be reported on your weekly timesheets.

Hourly full-time non-exempt employees who are eligible for FTO will be paid by the hour for each FTO hour taken, up to a maximum of 35 hours in a single work week, based on an employee's regular work schedule and at the employee's straight-time hourly rate. FTO will not be included in the calculation of working time when determining whether a non-exempt employee is eligible for overtime pay.

No Accrual and Separation from Employment

There are no accruals, carryover, or banks involved with this FTO policy. Accordingly, employees will not be paid for any FTO in connection with their separation from employment.

SICK LEAVE

UUSA provides employees with paid sick leave to address their own medical needs, those of family members, and for related purposes, as required by law and detailed below.

From the date of employment, sick time accrues at the rate of one hour per each 30 hours worked. Sick leave will not accrue during unpaid leaves of absence.

Sick leave begins accruing from the initial date of employment and is available for use immediately. Employees will continue to accrue sick leave up to a maximum amount of fifty-six (56) hours per year.

UUSA will interpret its sick leave policy according to any applicable state and local sick and safe time laws. You may take sick leave for any of the purposes detailed below:

- You have a mental or physical illness, injury or health condition; you need to get a medical diagnosis, care, or treatment of a mental or physical illness, injury, or condition; or you need to get preventive medical care.
- You must care for a family member who needs medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition, or who needs preventive medical care.
- You or a family member are the victim of any act or threat of domestic violence, unwanted sexual contact, stalking or human trafficking and you need to take actions necessary to restore the physical, psychological or economic health or safety of yourself or family members or to protect those who associate or work with them, including to:
 - Obtain services from a domestic violence shelter, rape crisis center, or other services program;
 - Participate in safety planning, relocate, or take other actions to protect your safety or that of family members, including enrolling children in a new school;
 - Meet with an attorney or social service provider to obtain information and advice related to custody; visitation; matrimonial issues; orders of protection; immigration; housing; discrimination in employment, housing, or consumer credit;
 - File a domestic incident report with law enforcement or meet with a prosecuting attorney's office;
 - Attend civil or criminal court dates related to any act or threat of domestic violence, unwanted sexual contact, stalking, or human trafficking; and
 - Take any other actions necessary to ensure the health or safety of yourself or that of family members, or to protect those with whom you associate or work.

UUSA allows employees to use up to 56 hours per year of sick leave. In addition, employees may carry over up to a maximum of 56 hours of sick leave from year to year, although employees may only use up to a maximum of 56 hours of sick leave in any given year.

Sick leave is a “use it or lose it” benefit. You will not be paid for unused sick leave upon separation.

Sick leave will be applicable only on the days during which you are scheduled to work. Staff who must make appointments with doctors or dentists during work hours should record this time as sick time. Where possible appointments should be made at the beginning or end of the workday, when possible. To record sick time, you should complete a Request for Time Off in ADP.

Unless applicable law provides a lower increment, sick time may not be taken in less than four-hour increments.

You should notify your supervisor no later than 30 minutes after your normal starting time if you will be absent from work due to illness.

If you are absent from work for three consecutive days without notifying your supervisor and/or People and Culture, or have three consecutive days of unexcused absence, you are considered to have voluntarily resigned, and your employment will be subject to immediate termination. Accordingly, if you are absent more than three consecutive workdays, UUSA may, at its discretion, require you to certify that the purpose of the leave was covered under applicable law.

Documentation for sick time may include, but is not limited to, a signed statement from a licensed health care provider confirming the existence of a need for sick leave, the amount of leave needed and a date that you may return to work. The health care provider will not be required to specify the medical reason for sick leave unless required by law, and UUSA will reimburse you if the health care provider charges you a fee for the documentation UUSA requests.

Abuse of sick leave, including but not limited to repeated use of unscheduled sick leave on or adjacent to weekends, holidays or pay day, or when other leave has been denied, may result in disciplinary action up to and including termination.

PARENTAL LEAVE

Parental Leave under this policy is leave associated with the birth of your own child, or the placement of a minor child with you in connection with adoption, foster care or legal guardianship.

You may use up to 24 weeks of paid time off for Parental Leave in any twelve-month period measured backward from the start of the Parental Leave.

Parental Leave is considered time used against the maximum twelve weeks of leave available under the Family and Medical Leave Act (FMLA) and runs concurrently with FMLA leave and leave permitted under applicable state laws. This parental leave policy will commence after the completion of any short-term disability benefit that might be paid to you. You will be required to apply for other applicable leaves (e.g., NY Paid Family Leave or FMLA leave) at the time you apply for Parental Leave.

Procedure

You must provide at least 30 days advance notice of your need to use Parental Leave, or as much notice as is foreseeable given the circumstances. Please contact People and Culture for appropriate forms and information.

Eligibility

All full time and part time employees regularly scheduled to work 20 hours or more each week, and who have been employed with UUSA for 12 consecutive months or more as of the start of the Parental Leave, are eligible for Parental Leave benefits under this policy. Employees with less than 12 consecutive months of employment with UUSA are eligible to apply for short term disability and may be eligible for paid family leave under state or local laws. Temporary Employees are not eligible for Parental Leave.

Benefits will continue while on Parental Leave. You will accrue sick time while on Parental Leave, which may be used upon returning to work.

24 WEEKS OF PARENTAL LEAVE – SEQUENCE AND BENEFIT

BENEFIT	TO	AMOUNT OF TIME COVERED
UUSA Parental Pay	Exempt employees - 100% of salary; Non-exempt employees – weekly pay equal to 35 hours straight time per week	Runs concurrently with FMLA, NY Paid Family Leave (NYPFL), other states leaves when and if applicable, and short-term disability, if applicable.

JURY DUTY AND SUBPOENAED LEAVE

Employees will be granted paid leave for jury duty. Employees also will be granted paid leave when subpoenaed to serve as a witness at a hearing or trial that involves, or is related to, the employee's status and/or duties at UUSA. UUSA reserves the right to suspend payment if jury duty or testimony is prolonged. The employee must submit the summons and certification from the court of attendance for days of jury service. The employee is expected to report to work if temporarily excused from jury duty. The employee may keep the juror's check as reimbursement for transportation.

A Request For Leave must be completed in ADP and a copy of the jury duty summons or subpoena must be forwarded to People and Culture.

FAMILY AND MEDICAL LEAVE

The Family and Medical Leave Act (FMLA) grants eligible employees up to 12 weeks of unpaid, job-protected leave each year for specified family and medical reasons. UUSA follows the FMLA law, and employees are entitled to all rights that the law affords them.

UUSA has adopted an FMLA policy to summarize your rights under the FMLA. For reference purposes, a copy of UUSA's FMLA policy can be found [FAMILY AND MEDICAL LEAVE POLICY](#). UUSA's FMLA policy is intended to comply with the FMLA, the U.S. Department of Labor (DOL) regulations under the FMLA, and applicable administrative and judicial interpretations of these laws. This policy is not a substitute for the law and is not intended to limit any rights conferred upon employees pursuant to law.

In addition to UUSA's FMLA policy, you should consult with People and Culture for guidance and/or questions on any issue you might have related to your rights under the FMLA.

PERSONAL LEAVE

UUSA reserves the right to review, evaluate, and grant employees leaves of absence from work without pay. Management may grant leaves of absence at its discretion, and each request will be evaluated on an individual basis to consider the reasons and general circumstances. Employees may be reinstated to the position held at the start of the leave or to an equivalent position where feasible, but UUSA cannot guarantee reinstatement to the same or equivalent position. Approval for personal leave must be obtained from both (1) a member of the Leadership Team, and (2) the Chief People Officer.

All full-time and part-time employees regularly scheduled to work 20 hours or more each week are eligible to request a personal leave of absence. Temporary Employees are not eligible for personal leave.

OTHER BENEFITS

UUSA maintains the following additional benefits:

- 403(b) Defined Contribution Retirement Plan
- Medical, Vision, and Dental insurance
- Retiree Medical Insurance
- Flexible Spending Accounts
- Long Term Disability Insurance
- Basic Life and AD&D
- Tuition Assistance
- Employee Assistance Program

Employees should consult People and Culture for additional information and with any questions about these benefits. Plan documents control the terms of all benefits.

DOMESTIC PARTNERSHIP

"Domestic Partner" is defined as someone who has registered as the domestic partner of the employee with any registry of domestic partnerships maintained by a state, or any county, city, town or village, or, if the employee is deceased, did so register prior to the employee's death. In addition, a Domestic Partner is also someone who is dependent upon the employee for support as shown by either unilateral dependence or mutual interdependence, as evidenced by factors including, but not limited to (1) common ownership of real or personal property; (2) common house hold; (3) children in common; (4) signs of intent to marry; (5) shared budgeting; and (6) the length of the personal relationship with the employee or, if the employee is deceased, was so dependent upon the employee immediately prior to the employee's death.

UUSA offers full-time employees health coverage for their Domestic Partner, and eligible dependent child(ren) of the Domestic Partner, upon meeting specific eligibility requirements. Coverage includes medical, dental and vision. In order to enroll a Domestic Partner and/or dependent child(ren) of the Domestic Partner, the

employee, Domestic Partner and dependent child(ren) of the Domestic Partner must satisfy the eligibility requirements as provided in the applicable plan documents.

Please consult People and Culture with any questions about eligibility or changes in eligibility.

SHORT-TERM DISABILITY

Paid short-term disability benefits will be granted to employees who meet certain eligibility criteria and with the requisite notification and medical documentation, following the applicable waiting period. Terms of the actual short-term disability plan govern benefits. Please refer to the short-term disability plan document or notify the Benefits Manager for more information.

LONG-TERM DISABILITY

Full-time and part-time employees who meet certain eligibility criteria and who are regularly scheduled to work 20 or more hours each week may be eligible for long-term disability coverage after one month of continuous service. Temporary Employees are not eligible for long-term disability coverage. Terms of the actual long-term disability coverage plan govern benefits. Copies of the plan are available from People and Culture. The employee will be notified directly by the insurance carrier whether they have qualified for the long-term disability benefit.

WORKERS' COMPENSATION

Employees are covered by state Workers' Compensation laws which may provide benefits for medical expenses and partial payment of loss of compensation resulting from job-related accidents, injuries, or illnesses. You must immediately report all job-related accidents, injuries, or illnesses to your supervisor. You are responsible for reporting all occupational accidents, no matter how minor, to your supervisor. UUSA is committed to maintaining a work environment that is safe for all employees. Report any unsafe conditions to your supervisor immediately.

SECTION 4
WORKPLACE
GUIDELINES

CODE OF CONDUCT

All adults, whether UUSA staff members and non-staff personnel (including Temporary Employees, interns, consultants and independent contractors), volunteers, donors, vendors and vendor staff, who are brought into contact with children should follow the Code of Conduct outlined below. UUSA expects that adults will use common sense and sound judgment in their activities. Examples of misconduct that will require immediate disciplinary measures up to and including termination include, but are not limited to, the following:

- Being under the influence of alcohol or illegal drugs, or the manufacture, possession, use, sale or distribution of illegal drugs or unauthorized alcohol, on UUSA time or on UUSA premises;
- The manufacture, possession, use, sale or distribution of firearms or other weapons (e.g., knives, box cutters, etc.) on UUSA time or on UUSA premises;
- Insubordinate behavior, including refusal to carry out the order of a supervisor where personal safety is not an issue;
- Assaulting or threatening to assault a person;
- Engaging in intimidation, harassing behavior or committing any action in violation of the policies outlined in Section 1, Prohibited Conduct, of this Handbook;
- Willful falsification of any record, report or UUSA document, including false reporting of time worked;
- Leaving the job without authorization;
- Theft of company UUSA or the personal property of fellow workers;
- Using or borrowing UUSA property, including electronic mail, computers, copiers, other office equipment, tools, supplies or any other resource without authorization;
- Sabotaging or willfully damaging UUSA equipment or the property of other employees or other non-staff personnel;
- Fighting or provoking a fight, including threats, abusive language or behavior on UUSA premises or property, including UUSA electronic, digital and social media properties;
- Sleeping on the job during scheduled work time;
- Soliciting or accepting gratuities or other payments from suppliers or agencies under contract with UUSA, or soliciting or accepting personal favors, gratuities or other payments of a personal nature from any donor to UUSA;
- Absence for three consecutive working days without notice;
- Failure to return from Family and Medical Leave on the scheduled date of return;
- Abuse of the Flexible Time Off policy;
- Supporting or opposing any political candidates, parties, or affiliated entities (e.g., Political Action Committees) on UUSA time or on UUSA premises. *Please note that when expressing political opinions in your personal time, and unless otherwise authorized, UUSA employees should identify their political opinions as personal and not use their UUSA title or imply that such opinions are endorsed by UUSA. Where appropriate, employees should utilize a written disclaimer that they are speaking in their personal capacity;* or
- Using UUSA resources (e.g., computers, email accounts, phones, stakeholder lists/databases, and other office supplies) to support personal political activities that are not authorized by UUSA.

This policy is not intended to prevent or dissuade employees from engaging in activities protected by state or federal law, including the National Labor Relations Act, such as communicating about wages, benefits, or terms and conditions of employment, forming, joining, or supporting labor unions, bargaining collectively

through representatives of their choosing, raising complaints about working conditions for their and their fellow employees' mutual aid or protection, or to restrain employees in exercising any other right protected by law.

In addition, UUSA expects all adults who interact with children to be fully familiar with, and to comply, with its Child Safeguarding Policy, a copy of which can be found [CHILD SAFEGUARDING AND PARTICIPATION POLICY](#). UUSA reserves the right, in its sole discretion, to modify its Child Safeguarding Policy as it deems appropriate.

CONFLICT OF INTEREST

All employees have a responsibility to refrain from engaging in any activity, practice or conduct which conflicts with, or appears to conflict with, the interests of UUSA. UUSA has adopted a Conflict of Interest Policy to assist employees in identifying, avoiding and, when necessary, resolving potential or actual conflicts of interest that might arise in the workplace. For reference purposes, a copy of UUSA's conflict of interest policy can be found [CONFLICT OF INTEREST POLICY](#). UUSA reserves the right, in its sole discretion, to modify its Conflict of Interest Policy as it deems appropriate.

You should consult with People and Culture for guidance and/or questions on any issue you might have related to the Conflict of Interest Policy.

GIFTS

You may not accept gifts, gratuities, free trips, personal property, or other items of value worth over \$25.00 from vendors under contract to UUSA or from any other individuals or entities whom you encounter while performing work on behalf of UUSA.

WHISTLEBLOWER AND ETHICS POINT POLICY

UUSA is committed to providing a working environment that offers the highest level of professional ethics and accountability that enhances the integrity and reputation of all stakeholders of UUSA.

UUSA always has been and continues to be committed to conducting its business according to the highest ethical and moral standards, and in compliance with the intent and spirit of all applicable laws and regulations. All employees are expected to conduct their personal affairs and manage their business transactions in a manner that does not result in criticism of UUSA from the public, or in any way damage the outstanding reputations that UUSA and UNICEF have earned throughout their histories. Employees are expected to use good judgment, apply the highest ethical standards and refrain from any form of illegal, dishonest or unethical behavior.

UUSA, as a steward of publicly donated funds, accepts the responsibility to investigate allegations of suspected improper activities. As such, UUSA supports Sarbanes-Oxley policies that promote open, honest, and accountable management.

UUSA utilizes the EthicsPoint reporting system as the mechanism for the expeditious handling of whistleblowing claims related to suspected improper activities made by employees.

EthicsPoint is part of a UUSA Board-adopted compliance program that supports UUSA's commitment to exemplary ethical business conduct. The EthicsPoint system does not replace the UUSA's internal policies and procedures, or supervisory infrastructure. It is not a repository for idle complaints but rather a tool that allows all employees to participate in the business ethics of UUSA.

EthicsPoint will provide employees at all levels with the opportunity to communicate concerns of inappropriate financial activity or inappropriate behavior to an independent and responsible party. EthicsPoint supports UUSA's commitment to the standards and rules of ethical business conduct, and will assist us in discovering, tracking, and resolving any violations of UUSA's Code of Conduct or related policy matters, including discrimination, harassment, misconduct, child safeguarding and safety, should they arise. All employee reports submitted via the EthicsPoint system will be promptly, and effectively investigated and necessary corrective or disciplinary action will be taken, as appropriate.

All complaints made in EthicsPoint are initially received and reviewed by the General Counsel, with notice sent to the Chair of the Audit Committee, Chair of the Human Resources and Compensation Committee, and the Chief People Officer. The Chief People Officer and General Counsel will review the nature and severity of the complaint to determine the appropriate recipient(s) within UUSA for initial review, follow-up, and whether a working group consisting of the Chair of the Board, Chair of the Audit Committee, Chair of the Human Resources and Compensation Committee, the Chief Executive Officer and/or the Chief Financial Officer, should be created to develop a recommended resolution. If the Chief People Officer, General Counsel, Chief Financial Officer, Chair of the Audit Committee or Chair of the Human Resources and Compensation Committee is named in the complaint, outside counsel should be retained and may utilize any of the beforementioned Working Group members, depending on the category of the complaint. If the complaint includes the Chief Executive Officer or a member of the Board who is not the Chair, it will automatically be brought to the attention of the Chair of the Board. If the complaint involves other positions or individuals of interest including, without limitation, the Chair of the Board, it will be brought to the Board's attention at the discretion of the General Counsel, the Chief People Officer, Chair of the Human Resources and Compensation Committee and/or Chair of the Audit Committee. Outside expertise may be utilized as necessary, depending on the nature of the complaint.

Any complaints that are received following UUSA's reporting procedures but not reported in the EthicsPoint reporting system will be shared with the Chair of the Audit Committee and the Chair of the Human Resources and Compensation Committee at the discretion of the Chief Executive Officer, the Chief Financial Officer, the General Counsel and the Chief People Officer.

UUSA guarantees that employee reports submitted via EthicsPoint are anonymous, and reports submitted via EthicsPoint will be kept confidential subject to the investigation requirements set forth in this Handbook. No employee making a good faith report of a suspected violation will be subject to reprisals or retaliation.

We appreciate your support and cooperation. To make a report, you may use either of the following two methods to submit a report, call 800-963-5958 (toll free), or click the [Make a Report](#) link.

CONFIDENTIAL INFORMATION

Every UUSA employee is, at some time or another, exposed to confidential information. At no time may any employee use confidential information obtained as a result of their employment at UUSA for their own personal advantage or profit, or for the advantage or profit of another, either during their employment or upon separation from UUSA. Furthermore, the protection of UUSA's confidential information is vital to the interests and the success of UUSA, and should never be discussed with anyone outside of UUSA. UUSA has adopted a Confidential Information policy that applies to all employees. Each employee will receive a copy of this policy, and will be required to acknowledge receipt of, and your agreement to be bound by, the terms of the policy included therein. For reference purposes, a copy of UUSA's confidential information policy can be found [CONFIDENTIAL INFORMATION POLICY](#). UUSA reserves the right, in its sole discretion, to modify its confidential information policy as it deems appropriate.

You should consult with People and Culture for guidance and/or questions on any issue you might have related to the confidential information policy.

PERFORMANCE APPRAISALS

Performance reviews are an opportunity for self-reflection and feedback, and to get aligned with your supervisor on next steps and expectations for the new fiscal year.

UUSA typically provides formal reviews twice per year. In January, a "check in" is conducted with the purpose of ensuring that there is an opportunity to discuss progress to date towards the goals and expectations, to provide feedback, and determine whether any adjustments to the goals or behaviors are needed. The Year End Review will take place in June and focuses on the big picture of your performance—the "what" (how successful you were at meeting your objectives and what results you delivered) and the "how" (the skills, behaviors, and values you used to get there)—with recommendations for how you can continue to improve. During the Year-End performance review process, employees must also conduct a self-appraisal, which should be shared with the employee's supervisor at the performance-appraisal meeting. Supervisors will complete a Performance Appraisal for each employee under their supervision and review it with the next-level supervisor prior to the appraisal meeting. Ratings are preliminary and do not become final until the completion of the appraisal meeting.

As a new full-time or part-time employee, your job performance may also be evaluated prior to the formal review period by your supervisor.

EMAIL AND INFORMATION SECURITY POLICIES

UUSA maintains electronic systems, including computers, fax machines, devices and network and internet/intranet access, to assist employees in carrying out UUSA business. These electronic systems are to be used for business purposes. Reasonable, and minimal, personal use is permitted only where this does not adversely impact the work of any employee, or violate this policy or any other UUSA policy or applicable law. UUSA expects employees using its electronic systems to do so with the same good judgment and common sense applicable to more formal and traditional business communications.

UUSA treats all messages and information sent, received or stored through or in its electronic systems (including messages sent through UUSA computers via private accounts) as business-related information of UUSA. UUSA has the capability, and reserves the right, to access, review, copy and delete any messages or information sent, received or stored through or on its electronic systems. Use of UUSA's e-mail system, computers and the Internet is subject to review and audit to ensure compliance with UUSA policy. UUSA has the right to monitor employee use of any UUSA-provided data storage devices, data transmission devices, communication devices and email to ensure productivity, prevent harassment that violates UUSA's Anti-Harassment Policy and other activities that could give rise to liability of UUSA, prevent disclosure of confidential information and to check for compliance with applicable law. A record of all Internet-user activity and interactions as generated by the Web browser remains accessible for review. UUSA reserves the right to disclose information about any employee's use of the electronic systems to any party (whether inside or outside UUSA) at its sole discretion. Accordingly, employees should not use UUSA's electronic systems to send, view, receive or store any messages or information which they wish to keep private. No employee should have an expectation of privacy in their e-mail or UUSA-issued electronic device.

Rules for Use

You may use UUSA's electronic systems only if you:

- Identify yourself properly in electronic communications;
- Use only your own password and user ID to gain access to systems or data;
- Never disclose personal or system passwords to anyone other than authorized UUSA representatives
- Delete e-mail, voice mail, and other electronic files only in accordance with applicable retention policies;
- Conduct yourself in a manner that protects UUSA from damage, theft, waste, and violations of the law;
- Protect against exposure to potentially destructive elements, intentional (viruses, sabotage, etc.) or unintentional (bugs);
- Protect against unauthorized access to UUSA information or resources (hacking); and
- Comply with this Policy and any other policies which impact activities undertaken through UUSA's electronic communications system.

Under no circumstances should UUSA's electronic systems be used for any illegal activity or any activity violating a UUSA policy. Employees may not use UUSA's Internet, e-mail or other electronic communications to transmit, retrieve or store any communications or other content of a defamatory, discriminatory, harassing, or pornographic nature. No messages with derogatory or inflammatory remarks about an individual's race, age, disability, religion, national origin, physical attributes, sexual orientation, or any other basis protected under UUSA's policies may be transmitted. Harassment of any kind is prohibited.

Computer games may not be installed on UUSA's electronic systems. No software may be installed on any UUSA system unless the installation has been approved and performed by the IT Department. All software installed on UUSA's electronic systems must be properly licensed.

Any violation of this Policy may result in discipline up to and including discharge. Additionally, UUSA may report suspected unlawful conduct to appropriate law enforcement authorities and/or may pursue available legal remedies where appropriate.

CELL PHONE USAGE

You are permitted to bring your personal cell phones and other mobile devices into the workplace. However, these devices may not interfere with your job duties or impact workplace safety and health. You should primarily use such personal devices during nonworking time, such as breaks and meal periods. During this time, you should use your device in a manner that is courteous to those around you.

You are expected to comply with UUSA's policies regarding the protection of the employer's confidential and proprietary information when using personal devices. If you are operating a vehicle on during work time, UUSA requires that you use the correct hands-free equipment for the device and that you follow all applicable state and local laws.

Violators of this policy are subject to disciplinary action, up to and including possible termination of employment.

Nothing in this policy is intended to prevent employees from engaging in protected concerted activity under applicable law.

SOCIAL MEDIA

UUSA understands that social media can be a rewarding way to share your life and opinions with family, friends and co-workers. However, use of social media also presents risks and carries with it responsibilities. To assist you in making responsible decisions about the use of social media, UUSA has established these guidelines.

Social media includes all means of communicating or posting information or content of any sort on the Internet, including information posted on someone else's blog or personal website, social networks, message boards or messaging apps, whether or not associated or affiliated with UUSA.

You should refrain from using social media at work unless you are on non-working time such as lunch or break, or unless it is work-related as authorized by management. Ultimately, you are responsible for what you post online. You may be personally responsible for any litigation that may arise should you make unlawful defamatory, slanderous or libelous statements against UUSA, any manager, owner or employee of UUSA, as well as business partners such as customers, suppliers and vendors.

Social media postings that include defamatory remarks, discriminatory remarks, harassment, and threats of violence or other unlawful conduct will not be tolerated and may subject employees to disciplinary action up to and including termination.

When posting information, employees should:

- Never represent yourself as a spokesperson for UUSA unless authorized by the UUSA social media team. If posting in your personal capacity, make clear that your views are your own and not those of the organization;
- Maintain the confidentiality of UUSA's trade secrets and confidential information (i.e., financial or sales records/reports, marketing or business strategies/plans, etc.);

- Respect copyright, trademark and similar laws and use such protected information in compliance with applicable legal standards;
- Be mindful about sharing information about donors and volunteers, with particular care for child-safeguarding. Always seek out permission before posting anything that relates to donors and volunteers, and contact the UUSA Social Media team for parental/guardian waivers;
- Do your best to accurately convey UNICEF's work, using materials from the Global Programs team, Digital Engagement team and others relevant to what you're sharing; and
- Be aware of and comply with UUSA's code of conduct.

This policy is not intended to prevent or dissuade employees from engaging in activities protected by state or federal law, including the National Labor Relations Act, such as communicating about wages, benefits, or terms and conditions of employment, forming, joining, or supporting labor unions, bargaining collectively through representatives of their choosing, raising complaints about working conditions for their and their fellow employees' mutual aid or protection, or to restrain employees in exercising any other right protected by law.

Have Questions? Reach out to the UUSA Social Media team at social@unicefusa.org.

EMERGENCY CLOSINGS

From time to time, inclement weather and/or other emergency situations may arise. UUSA uses the Omnilert System to inform you of office closings and emergencies. Your emergency contact profile in Omnilert determines how you receive emergency notifications from UUSA. Options range from a message delivered to a telephone number of your choice, an e-mail message to a personal e-mail account, or a text message to a mobile device. For assistance setting up your Omnilert profile, please contact People and Culture.

While UUSA will communicate emergency situations that may pose an impact on office operations to you, this will not replace your responsibility to keep your supervisor informed if severe weather or other emergency situations affect you personally or your ability to come to work. In the event of inclement weather or other emergency situations, we expect that you will use your best judgment when considering whether you can safely come into the office.

NO SOLICITATION/DISTRIBUTION

To maintain and promote safe and efficient workplace and minimize non-work-related activities that could interfere with operations, no employee may solicit another employee, or collect money from another employee, during the working time of either employee.

Bulletin boards are to be used only for posting and distributing material authorized by People and Culture or senior management. UUSA reserves the right to remove any postings that violate this policy or to remove any items it deems inappropriate.

Distribution by employees of any type of non-UUSA advertising material, handbills or printed or written literature is prohibited during work time, and at all times in work areas. Work time is any time in which either the person doing the solicitation or distribution, or the person being solicited or to whom non-business literature is being distributed, is engaged in or required to perform work tasks. Working time excludes times when employees are properly not engaged in performing work tasks, including break periods and meal times.

Working areas include areas controlled by UUSA where employees are performing work, excluding, for example, cafeterias, break rooms, and parking lots.

Trespassing, soliciting, or distributing any literature by non-employees on UUSA premises at any time is also not allowed.

WORKPLACE INTIMIDATION AND VIOLENCE

All employees, customers, vendors and business associates must be always treated with courtesy and respect. UUSA will not tolerate any type of workplace violence committed by or against employees. Accordingly, UUSA prohibits intimidation, threats of violence, and acts of violence at any time in the workplace. The following definitions apply:

- Intimidation: Any behavior, action, or communication that creates a hostile, threatening, or fearful environment for an individual or group of individuals within the workplace. This behavior may manifest in various forms, including but not limited to verbal threats, aggressive gestures, harassment, bullying, coercion, or manipulation;
- Threat of violence: A physical or verbal act which threatens bodily harm to another person or damage to the property of another; and
- Act of violence: Any behavior or action that threatens, or actually causes, harm, injury, or damage to individuals, property, or the workplace environment. This can encompass a range of behaviors, including physical violence, verbal threats, intimidation, harassment, or any other form of aggression directed towards employees, clients, customers, visitors, or property associated with the workplace.

Except as authorized by applicable law, it is the policy of UUSA to maintain a weapons free workplace regardless of any license or permit that an individual may have which would otherwise authorize the individual who is licensed to carry weapons. "Weapons" include, but are not limited to firearms (including handguns, rifles, shotguns, and any other types of firearms), knives (including switchblades, butterfly knives, and other bladed weapons), explosives (including fireworks, grenades, and similar devices), and any other weapons or items that can be used to cause harm or threaten the safety of individuals.

Employees are required to report to their supervisor or People and Culture any behavior that compromises UUSA's ability to maintain a safe work environment. All reports will be investigated immediately. When possible, only those involved in the investigation and witnesses concerning what is reported will be contacted. UUSA will attempt to protect the privacy of the person who reported the situation, but the identity of the person reporting an issue may be revealed to individuals such as those investigating or reviewing the situation and the person(s) purportedly adversely affecting safety. Details of the investigation will be released in the event of a court proceeding or to a government investigating agency upon receipt of an appropriate request for such information.

Employees who violate this policy may be subject to discipline up to and including immediate termination of employment and may be subject to criminal charges.

WORKPLACE SEARCHES

To safeguard our employees, their property, and UUSA's property, and to enforce UUSA's policies, UUSA reserves the right, in its sole discretion and in accord with applicable law, to search any person entering its property, and to search property, equipment and other areas from which UUSA conducts business, including, but not limited to, clothing, personal effects, buildings, rooms, leased spaces, vehicles, facilities, offices, desks, drawers, lockers, cabinets, lunch and equipment boxes or bags and equipment. Significantly, this policy also extends to any cell phones, tablets, laptops or any other personal electronic devices or computers an employee uses on UUSA property or brings to an area from which UUSA conducts business, regardless of whether the items belong to the employee or UUSA. Any items that you do not want to have inspected should not be brought to work. All employees are expected to cooperate with UUSA's workplace searches, and failure to cooperate with workplace searches may subject an employee to discipline, up to and including termination. You should not have any expectation of privacy in your workspace.

REMOTE WORKING POLICY

All UUSA staff understands and accepts the following provisions regarding remote work with UUSA:

- While working remotely, all duties and responsibilities will be performed within established guidelines;
- Each employee and their supervisor(s) will meet regularly to review assignments and completed work;
- Evaluation of job performance must continue to meet established standards and expectations;
- UUSA may, in its sole discretion, require staff to periodically return to the office in-person;
- Staff have the necessary physical and electronic equipment at their remote location to access the UUSA network;
- Staff will be available via Zoom for phone calls and chat messaging;
- Staff must establish a productive work environment at the remote work site, free from distractions including but not limited to child, elder and pet care;
- Staff agree to maintain a safe work environment and will hold UUSA harmless for injury to others at the remote work location; and
- Staff agrees to maintain the physical and cyber safety and security of UUSA's property and business information and must affirm to UUSA that they have taken the necessary steps to do so.

Violations of the terms outlined in the sections above are subject to potential investigation, and potential disciplinary action, by People & Culture.

DRESS CODE

UUSA strives to maintain a professional working environment. Your workplace attire should be appropriate for your job.

Employees should not wear clothing that:

- Contains political language, pictures, or symbols that is unconnected to the workplace or the terms and conditions of employment; or
- Promotes gang affiliation, alcoholic beverages, tobacco, the use of a controlled substance, depicts violence or is of a sexual nature.

UUSA's dress code standards apply when you are working. These requirements apply in virtual settings, as well as in-person. Corrective action may be taken if you do not meet these standards. Such action may include asking you to leave the premises and return when properly dressed. In that event, you may not be compensated for the time you are absent from work. Repeated violations of the Policy will be cause for additional disciplinary action.

TRAVEL AND BUSINESS EXPENSE REIMBURSEMENT POLICY

UUSA recognizes the importance of business travel in achieving our strategic objectives and fostering professional relationships. UUSA has adopted a Travel and Business Expense Reimbursement Policy ("Travel Policy") to provide a safe and efficient travel experience for its employees while ensuring responsible financial management. UUSA's Travel Policy applies to all employees, business partners, and agents who engage in business-related travel and on behalf of UUSA. UUSA's full Travel Policy can be found [TRAVEL AND BUSINESS EXPENSE REIMBURSEMENT POLICY](#). UUSA reserves the right, in its sole discretion, to modify the Travel Policy as it deems appropriate.

NO ELECTRONIC RECORDING POLICY

UUSA is committed to providing a work environment that is open to the free expression of views and ideas. The purpose of this policy is to respect the privacy of other individuals in the workplace and to eliminate a chilling effect on the expression of views that may exist when one person is concerned that his or her conversation with another is being secretly recorded. This concern can inhibit an open exchange of ideas and cultivate an atmosphere of distrust in the workplace. It also puts at risk UUSA, UNICEF, and partner confidential and business-sensitive information.

This policy applies to all UUSA employees and Temporary Employees. It applies during working hours and/or when you are conducting UUSA business. This policy does not apply to you when you are not conducting UUSA business.

Employees shall not record activities or discussions involving UUSA and its business without notice to, and the express consent of, all parties involved.

In addition, employees shall not utilize any electronic or computer aided transcription application (e.g., AI Companion on Zoom) to transcribe a conversation or create a written document memorializing a conversation without notice to, and the express consent of, all parties involved.

Exceptions to this policy may be granted on a case-by-case basis for legitimate business purposes and with prior approval from a supervisor and/or People and Culture.

Violation of this policy may result in disciplinary action, up to and including termination of employment. Additionally, unauthorized recordings may be subject to legal action.

This Policy applies, regardless of whether state law permits electronic recording without prior notice and consent. The Policy is not intended to interfere, infringe, or restrain employee rights protected by Section 7 of the National Labor Relations Act.

Employees with concerns or questions regarding this policy should seek clarification from People & Culture.

SECTION 5
DISCIPLINE AND
SEPARATION

DISCIPLINARY POLICY

When problems with employee behavior or performance arise, a supervisor should seek to correct the problem with the least amount of disruption to the work environment. Discipline is a means to correct employee behavior and performance. UUSA generally utilizes a progressive disciplinary approach for employees that may include an oral warning, a written warning and performance improvement plan, suspension, and termination. UUSA's decision to use progressive discipline, however, is determined on a case-by-case basis, at UUSA's sole discretion, and UUSA always reserves the right to utilize other methods of discipline, up to and including immediate termination of employment.

The goals of progressive discipline are to inform the employee of inadequacies in performance or instances of improper behavior; clarify what constitutes satisfactory performance or behavior; when appropriate, to instruct the employee on what action must be taken to correct the performance or behavior problem; and inform the employee of what action will be taken in the future if the expectations are not met. There are several levels of disciplinary action, each progressively more serious, which may be used to correct employee performance and behavior. Steps may be skipped, or other measures may be utilized, and an employee may be immediately dismissed, at UUSA's discretion. Steps may include the following.

Oral Warning

An employee may be issued an oral warning for a performance or behavior problem. Oral warnings are typically issued during a private conference between the supervisor and the employee during which the supervisor explains the problem and what the employee must do to return to satisfactory status. The employee should be informed that the conference is being conducted for the purpose of issuing an oral warning. This ensures that the employee is aware that disciplinary action is taking place. In addition, a record of the oral warning will be prepared by the person who provides that warning and will be forwarded to People and Culture and placed in the file concerning the employee.

Written Warning

Employees may be issued a written warning as a letter or memo that may contain the following information: a description of the specific problem or offense; the most recent incident and when it occurred; previous actions taken to correct the problem (if applicable); expectations and acceptable standards of performance; steps that must be taken to meet expectations and acceptable standards of performance; and warning that further unsatisfactory behavior or performance may result in further disciplinary action.

Based on the severity of the problem or the lack of improvement, the supervisor should delineate one of the following options in a statement of consequences that will result if the employee fails to improve:

- Further disciplinary action will result if there is no improvement;
- Further disciplinary action or termination will result if there is no improvement; or
- Termination will be necessary if there is no improvement.

If improvement is not noted after the first written warning and further action is required, a second written warning may be issued, although UUSA reserves the right in its sole discretion to suspend or terminate an employee without proceeding to a second written warning.

Suspension

Suspension, which may be with or without pay, is usually implemented when an offense warrants stronger action than an oral and/or written warning, or if a verbal and/or written warning has not been followed by sufficient improvement. An employee's suspension must be approved by the Chief People Officer.

Supervisors are expected to meet formally with suspended employees upon their return, and clearly define the specific improvement in job-related behaviors required for the employee to continue as a UUSA employee. A written summary of the meeting will be placed in the employee's personnel file and a copy of the summary will be given to the employee.

Termination of Employment

If sufficient improvement is not demonstrated by an employee after prior discipline, or if the situation otherwise warrants it, the employee's employment will be terminated.

An employee's employment may be terminated without counseling, warnings or suspension in cases where serious misconduct has occurred. Such infractions include but are not limited to: falsifying UUSA records or submitting false documentation; being under the influence of drugs during working hours in violation of the terms set forth in this Handbook; being under the influence of alcohol during working time; possessing weapons on UUSA property; stealing UUSA property; misuse or unauthorized use of UUSA property and/or other resources; insubordination to a supervisor; engaging in or provoking violence; violation of UUSA's policies related to prohibited discrimination, harassment and retaliation; or any other form of serious misconduct. These examples are not all inclusive but serve merely as illustrations of serious misconduct that can result in immediate termination of employment. UUSA always retains the right, in its sole discretion, to terminate employment at any time.

EXIT PROCEDURES

UUSA requests that employees submit a written notice of resignation. Exempt employees who resign from UUSA are requested to provide written notice to UUSA of their intent to resign as early as possible and to work during the notice period. The notice is meant as a professional courtesy to UUSA and to provide adequate time to find a qualified replacement.

Employees leaving UUSA will be responsible for returning all UUSA property immediately upon their last day worked. This may include, but is not limited to, cell phones, laptops, flash drives, chargers, keys, credit cards, all passwords, etc. UUSA will take all action deemed appropriate to recover or protect its property.

You may be asked to participate in an exit interview when you voluntarily leave UUSA. The purpose of the exit interview is to provide management with greater insight into employee relations as well as opportunities to improve policies, procedures, and the workplace. This enables UUSA to evaluate better whether the work environment is conducive to staff satisfaction and whether changes can or should be made.

Exit interviews will be conducted by the Chief People Officer or designee during your regular work hours on or before the employee's last day of employment. The following items may be discussed during the interview:

- UUSA property/equipment/key return;
- Reasons for the separation;
- Plans for the immediate future and contact information;

- Benefits of employment with UUSA;
- COBRA information (continuing health insurance coverage); and
- Security password for the computer.

APPENDIX
STATE ADDENDA

STATE AND LOCAL LAWS

UUSA employees work in many different states. Each state has its own laws and regulations that govern employment. UUSA's state-specific employment policies for each of the states listed below can be found [UNICEF USA Employee Handbook State Addenda](#). In the event the state you work in is not listed, your rights are governed by the laws of that state or locality. To the extent that any UUSA policy conflicts with applicable state or local laws, the applicable state or local law will govern.

- California
- Georgia
- Illinois
- Massachusetts
- New Jersey
- New York
- Texas
- Washington, D.C.



for every child