

CODE OF CONDUCT

Approved by Board: 31 August 2018

Review: August 2019

OUR VISION

Tackling extreme poverty in rural communities through inclusive business

OUR MISSION

We enable the power of the market to reach underserved communities, brokering partnerships so that the poorest are included in value chains that put them on a trajectory to exit poverty.

As inclusive business thought leaders, we seek to inspire, inform and empower business, NGOs, donors and governments to work together on entrenched, complex development problems with ground breaking strategies.

CORPORATE CULTURE – OUR VALUES

Our organisational culture has the following dimensions:

Integrity

- Business for Development staff should be honest, transparent, and ethical at all times.
- We have respect for others
- We are trustworthy
- We do what we mean. We don't avoid issues
- We are realistic in our expectations and assessments
- We deal with conflicts of interest
- We ensure that we offer full disclosure on matters
- We ensure that we are doing the right thing, even when no-one else is looking

Enjoyable and rewarding

Business for Development should be a fun place to work, where the nature of the work is deeply rewarding.

- We have a strong passion for our cause

- We highlight the good – in conversation and in thinking
- We are optimistic and encouraging
- We look to stretching and challenging ourselves in our work
- We enjoy variety in our work

Dynamic

- We are responsive to change, and adaptive to changing market dynamics.
- We are highly responsive and nimble
- We self-manage our time and workload to achieve a positive work-life balance
- We create space for margins
- We are outcome oriented and mission focused
- We are imaginative
- We ensure that our systems don't stifle our creativity and passion. It is our underlying principles that guide us, rather than a set of prescriptions.

Team based

Given the “next practice” nature of what we do, our decisions are based on a carefully deliberated team consensus basis.

- We support the team with an approach of “I’ve got your back”
- We support each other’s growth
- We call it like it is, in a positive manner
- We don’t cut each other down
- We encourage positive banter – and respect limits
- We are humble – our ‘servant leadership’ approach underpins our actions

Enterprising, innovative and flexible

- We maintain a commercial mindset, with strong business acumen
- We are entrepreneurial – we craft solutions
- We have strong problem-solving skills

- We are creative
- We have strong foresight – we envision opportunities

Impact

We want to make a positive impact for the poorest communities in the world, through critical thinking, a pioneering approach and entrepreneurial strategies which utilise inclusive business principles.

Commitment

We are committed to positive, action-oriented outcomes. There is a sense of urgency in all that we do.

OUR CONDUCT

B4D strives to be a leader in all we do. To achieve this, the highest possible level of professionalism is needed in all our endeavors. This Code of Conduct is an expression of the professionalism we strive for throughout our business, and the professionalism we expect of our associates.

As an ethically and socially responsible organisation, B4D places a premium on dealing fairly with employees, commercial partners, government authorities and the public. Success in its business ventures depends upon maintaining the trust of these essential stakeholders.

This Code of Conduct is fundamental to the task of creating and maintaining such trust.

B4D considers this Code of Conduct to be essential in its relations with its employees. It shall form an integral part of the terms of employment and is linked to B4D's values.

B4D has adopted this Code of Conduct to describe the standards its staff, contractors and volunteers must meet, hereinafter referred to collectively as 'personnel'.

The standards are based on:

- Ethical and legal consciousness.
- Loyalty to B4D.
- Fair, courteous, and respectful treatment of fellow personnel.
- Fair and appropriate consideration of the interests of other stakeholders (customers, other commercial partners, government authorities and the public) and the environment.
- Professionalism and good business practice.

This Code addresses the following areas:

- Personal obligations

- Discrimination
- Conflict of interest
- Bribes, kickbacks, business entertainment, gifts
- Compliance with the law
- Use and protection of business assets and information

This Code of Conduct applies to all operations of B4D and supplements the present or future policies, guidelines and rules adopted by B4D. The spirit of this Code of Conduct governs the interpretation of any other policies, guidelines or rules adopted by B4D. We strive to ensure that our business partners understand our standards and, wherever possible, act accordingly in all areas of concern.

All personnel are expected to follow the law and adhere to high ethical standards.

All personnel should demonstrate social and environmental responsibility professionalism and use good business practices in performing their jobs.

Honesty, trust, and integrity are fundamental B4D values which must be respected. Personnel should also be familiar with good business practices relevant to their roles and should implement them conscientiously.

Personnel shall use good judgment and common sense in all situations when the requirements of the law or good business practices appear unclear. Personnel should seek advice and direction from their supervisors in such situations. Many of these requirements have already been explicitly or implicitly established or will be established in B4D policies and directives, such as the Child Protection Policy.

Many of these responsibilities are imposed by society and authorities and are particularly important in areas where B4D is active. This Code places these responsibilities in a general context.

All personnel are entitled to fair, courteous, and respectful treatment by their supervisors, subordinates, and peers.

B4D will not tolerate discrimination or harassment based on race, religion, creed, national origin, sex, disability, age, or any other relevant category.

All personnel shall conduct themselves in accordance with the letter and the spirit of these principles.

Business transactions must be conducted with the best interests of B4D in mind.

Nobody, whether an individual, a commercial entity, or a company with a relationship to a B4D personnel, may improperly benefit from B4D through their relationship with the personnel or because of the personnel's position in the company. Furthermore, no personnel may personally benefit in an improper way. Situations which may cause conflict between a personnel's responsibilities towards B4D and their personal interests should be avoided. Nevertheless, a conflict of interest, or the appearance thereof, may occasionally arise. Should such a situation occur, communication between

employer and personnel is of utmost importance, and the parties concerned shall attempt to resolve the matter in good faith.

No personnel shall make any payment, or kickback, or offer improper financial advantage to an official of a government or a government-controlled entity for obtaining business or other services.

Business entertainment and business gifts to government officials, if permitted, comply with B4D policy, and with the rules and regulations of the government agency or legislative body concerned. Third parties must not be used to circumvent any of the policies mentioned above.

Personnel must refrain from disclosing confidential information to anyone, including friends and family.

Personnel having information about B4D or any other company with which B4D is affiliated, may not disclose such information to another person. Confidential information is defined as information which a competitor would consider important in gaining market advantage. It includes, for example, confidential information about plans, strategic alliances, financial results, product developments or important agreements. Public information or public data is not confidential information.

Good business practice dictates the careful use and protection of B4D business assets.

Information and trade secrets should be protected by keeping them confidential and, if appropriate, by seeking additional protection through acquisition of intellectual property rights.

B4D personnel who receive or learn of confidential business information or trade secrets of B4D or others may not, for non-business purposes, disclose that information to third parties (including friends and family members) or make any other non-business use of such information. Moreover, they should take reasonable measures to otherwise safeguard and protect information and trade secrets.

Handling and dissemination of information is a management task and all personnel shall respect the need of B4D for professional information management. They shall keep relevant information confidential even if there is no formal secrecy obligation.

Compliance with the law is a requirement for B4D and its personnel.

All personnel are expected to be familiar with the law as it applies to their role; management is expected to provide necessary instruction and advice. B4D expects its personnel to comply with all laws designed to protect health, safety, and the environment, to obtain all required permits and to operate its facilities in accordance with the relevant laws.

Issues of compliance with governmental agencies may also arise. It is important for B4D management to be informed of any such issues at an early date. All personnel have the responsibility to inform B4D management immediately if they believe that such an issue may exist.

Non-compliance with the Code of Conduct by personnel may result in disciplinary action, including dismissal/cancellation of contract.

Personnel are expected to report violations of the Code of Conduct to their supervisors. There will be no retaliation or penalty for such reporting. This however does not result in immunity for violations.

CODE OF CONDUCT: ACKNOWLEDGEMENT

I, _____ having read and understand the Code of Conduct, agree to abide by the terms and conditions as set out.

Name:

Signed:

Date: