



Our Code of Conduct

In everything we do

We are accountable. We do what we say, work transparently and use resources wisely.

We are compassionate. We see those in need and stand next to them.

We are determined. We have an entrepreneurial spirit and do not give up.

We are locally led. We work through local leadership, staff and partners.

Preface

In a remote town near Jerusalem, an extraordinary incident once took place. It must have been in the evening that a young, lost prince knocked at the door of a priest.

The prince was on the run and had not eaten for days. He asked the priest for food, but the priest only had special bread meant exclusively for priests. The priest faced a difficult dilemma: give the prince some of the special bread? Or stick to important traditions and customs?

Like this priest, we are sometimes faced with moral dilemmas. With situations in which it is not immediately clear what the right thing to do is. Certain rules are straightforward and we can never break them, but the problem is often in the grey area between (clearly) 'right' and (clearly) 'wrong'. The right choice then depends on the circumstances.

Within Dorcas, we have drawn up a code of conduct that can help us in these situations. We want to help each other to make the right choices, whatever our function and wherever we work. In the code of conduct we also make certain agreements with each other about what we do and do not consider ethical. After all, integrity is important to Dorcas. We are there for people in need and by definition this means that we want to help them as best we can. This requires that we act in a way that benefits them the most and does not harm them. Integrity also means building a culture in which we respectfully work with each other and for each other. That way, it is clear to everyone involved with Dorcas (employees, volunteers, but also our sponsors and donors) that integrity is a core value that is reflected in everything we do. My wish is that we have a culture in Dorcas in which we can help

each other to make the best decision – even in the context of moral dilemmas. I hope we can also communicate this 'outside' the organisation. In doing so, it will be noticeable to others, including recipients of our aid, that we are honest and trustworthy.

It is crucial that we are aware of this, recognise it and therefore keep talking to each other about integrity. That we keep asking each other: 'What does it mean to you?' 'What are you struggling with?' 'How can we help each other in this?'

There is not always a clear 'right' or 'wrong' in this, and so it is not strange when you struggle with a moral dilemma. This is part of life and work. It is not something to be ashamed of, but rather something that we can discuss openly with each other. By discussing it with each other, we can - especially for the grey areas - reach the best solution together.

So be open and have the courage to learn, just like the priest who faced a difficult dilemma. And for those who do not know the history of this priest: in Samuel 21 we read that he shared generously of the special bread and the young prince, by the name of David, felt strengthened in the mission for which he was destined.

Agnes Kroese

CEO



Introduction

Integrity can sometimes seem like a given at Dorcas. We invest in lasting change in the lives of disadvantaged people. Yet our work is also the work of people, and no organisation is immune to mistakes and misconduct. Moreover, we all sometimes face dilemmas, when it is not immediately clear what is the right thing to do.

This Code of Conduct is a guide for our daily work. It can help us navigate dilemmas. At the same time, a Code of Conduct will never answer all situations. Therefore, this document also provides a basis for conversation. Sometimes you may feel you are alone with your questions or doubts but often colleagues feel the same. Together we can come up with answers. This Code of Conduct therefore regularly encourages you to enter into conversation with each other.

Our commitments

Besides being a guideline for our daily work, the Code of Conduct contains concrete agreements on ethical behaviour. These apply everywhere and to everyone working on behalf of Dorcas. Such as at the office, in the shop, and in the field. We are sharp when it comes to unacceptable behaviour. For example towards people against whom we have a position of power, such as project participants and children. They deserve our protection and loving approach.

Speak up

If something doesn't feel right, it probably isn't. At such times, it is important to speak up. If you see a colleague doing something that is not in line with our Code of Conduct, don't wait but speak to him/her about it. Even if it is your superior. If you find

that difficult, you can ask for help or file a report. Read how in the box. We are all obliged to report serious violations of our Code of Conduct by colleagues or partner organisations. This includes sexual exploitation and abuse, fraud, corruption, and other breaches of law. Such behaviour is grounds for disciplinary action, including dismissal.

Protection

At Dorcas, we protect people who report violations of the Code of Conduct. For example, against harm or retaliation. And victims of misconduct receive appropriate care as laid down in our Integrity Framework.

Responsibilities of managers

Integrity is expected of all of us. At the same time, managers do have an important role to play. They have a role model function and are responsible for ensuring that:

- Their teams are substantively familiar with the Code of Conduct.
- Integrity dilemmas are regularly discussed within their teams.
- Integrity is addressed in performance appraisals and during induction periods.



Consultants, volunteers and others working on behalf of Dorcas are also asked to sign this Code of Conduct.

Reporting

You can ask for help or report to the following people:

- Your supervisor
- Integrity Focal Point (if you work in a country office)
- Integrity Officer (integrity@dorcas.nl)
- External confidential advisor

You can also use these channels if you have any questions. For questions about this Code of Conduct, please contact the Integrity Officer.

If your report is not heard, please refer to the Feedback & Complaints Mechanism.

Working together

In our work, we seek each other out. Because alone, we don't stand a chance. That means we treat each other as valuable colleagues and partners. But also that we keep each other sharp, even if this sometimes feels uncomfortable. From this basic attitude, we are committed to Dorcas' mission.

Openness

We communicate openly and transparently with colleagues. This way, we know from each other what we are doing and keep each other sharp. We are also prepared to alert and help each other if the workload becomes too great. Openness also means that we speak a common language (such as English) during international meetings. Everyone in the immediate vicinity should be able to participate spontaneously in informal talks. We carefully handle the information available to us from Dorcas, its partners or other Dorcas employees. We adequately protect confidential information such as personal data and images. When we share information about our work with colleagues, donors, auditors or other stakeholders, we speak the truth. We are honest when projects go less well than expected, and tell how we learn from this.

Working together

When we have a conflict, we discuss it with the parties involved and resolve it together. We talk with each other, and not about each other. If we cannot resolve it together, we involve a third party. If we are employees or volunteers at Dorcas, we accept our place within the hierarchy. We are not under the influence of drugs or alcohol while performing our work. We are aware that we work together as colleagues to achieve professional goals. Sometimes, however, personal relationships might interfere with those goals, particularly if they are of an intimate nature or

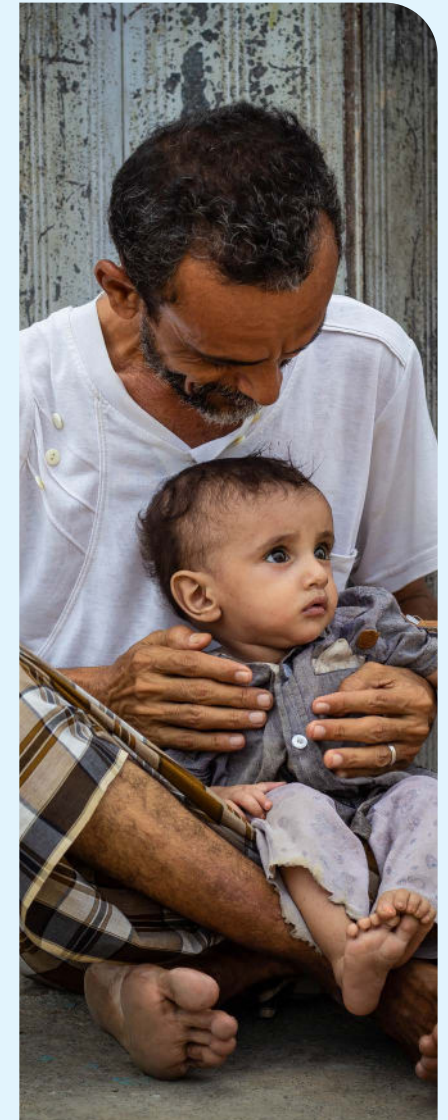
involve a direct family connection. At Dorcas, we are required to report such relationships to our manager. Such relationships are not allowed between a manager and his or her direct or indirect subordinate. There is no place for sexual harassment, sexual intimidation and sexual violence within Dorcas. And aggression, discrimination and bullying behaviour are not tolerated. Have you observed or heard of such behaviour or are you a victim of it yourself? Report it immediately, even when in doubt.

Online

Social media allows us to tell people more about the work we do. At the same time, it is important that we avoid sharing confidential information or claiming to speak on behalf of Dorcas. We also take into account that our behaviour on social media may reflect on Dorcas. Therefore, we act in line with Dorcas' values on the internet, both during work and in our private time. During work hours or on Dorcas devices, we do not visit websites with pornography, gambling games, or illegal activities.



Do you feel your colleague is operating 'on the edge'? Don't avoid the conversation. Ask the open question what he or she thinks of his or her own choices.



Contributing locally

We do our work locally, with local staff and leadership. We invest in resilient communities in which everyone can participate. Because only in this way does our work meet the high standards we set for ourselves.

With love for others

We look people in the eye and stand beside them. We contribute to increasing the independence of Dorcas project participants and in no way encourage their economic, political or sociocultural dependency. We strengthen local capacities and contribute to strong, inclusive and dynamic community structures. Throughout, we depend on the value of local knowledge and expertise.

This also means that we respect different cultures, customs and traditions. And in providing assistance, we do not discriminate on the basis of sex, origin, ethnicity, disability or religion of project participants.

Aware of power relations

In our local work, we are aware of unequal power relations towards project participants. We take this into account in our local work. Because of these unequal power relations, we are never allowed to:

- Request or accept a (sexual) service, money, goods or other things in exchange for help;
- Participate in any form of sexual activity with project participants, whether or not by mutual consent.

We consider the abuse of unequal power relations, including in particular through sexual exploitation or sexual abuse, to be a serious integrity violation.

Protecting children

Within certain projects, we encounter children in our work. We are aware that children are vulnerable and dependent. In all our actions, we therefore protect their dignity. The Child Safeguarding Protocol describes what this means in concrete terms.

Project feedback and complaints

We are open to feedback from project participants and are keen on signals of integrity violations. In this respect, it is essential that project participants, which includes children and communities, are familiar with the possibility of sharing any concerns, feedback or complaints. Especially if this is related to integrity. Therefore, we actively inform them about channels where they can do so. Our Feedback & Complaints Mechanism provides tools for this.



Caring for what is entrusted to us

People entrust us with the means to make a difference. For example, through donations or volunteering. This is a huge privilege that we treat with care.

Property

What is given to Dorcas belongs to Dorcas. This means that we do not treat financial resources as if they were our own. We pay attention to our expenses, doing justice to our (small) donors and partners.

Items donated through the shops are Dorcas' property. We do not keep them for ourselves or sell them on our own initiative through other (online) channels. Not even if we give the income to Dorcas. We make sure that what is on paper at Dorcas corresponds to reality. We do not allow fraud, manipulation of figures or data under any circumstances. Not even if it benefits our work.

Dorcas' assets are managed in accordance with the organisation's objectives. We do not avoid taxes and do not use the black market.

Gifts and bribes

Personally received gifts and gratuities are a way of expressing and receiving gratitude. To avoid the appearance of corruption, we only accept such gifts with a value of less than US\$25. If refusing a valuable gift is not appropriate in the local culture, we accept it and notify the Integrity Officer. That gift is transferred to Dorcas as a donation. We do not accept, nor offer, gifts in exchange for a service or product, regardless of whether the gift is conditional to it. We do not bribe officials, even if it benefits a project.

Interests

We treat our position, influence, knowledge and responsibilities as a business asset. We do not use these for personal gain of ourselves or another. Regardless of whether we have good intentions in doing so.

This means that we keep private interests and business interests separate. Even if we work in a culture where this distinction is less perceived. In this way, we avoid conflicts of interest that could damage the reputation of our work.

If we are aware of a conflict of interest, we report this to Dorcas via the HR department.

Environment

We are also committed to the environment and nature. We take this into account when purchasing products and handling waste. We also travel by plane only when necessary. The CSR Policy provides more principles for being conscious of our environmental impact.

The fact that we work for Dorcas is no reason to have less integrity on certain issues. In all our actions, we act with integrity.

We all make mistakes. The question is: what do we do with it when we have made a mistake?



Are you struggling with a dilemma? Ask yourself: if my action is in the newspaper tomorrow, with my name in it, would I be proud of it?

This is what we stand for

We all sign our Code of Conduct. This is how we show what we stand for together at Dorcas. Wherever we work, and regardless of our position.

Name

Date

Signature

I understand that this Code of Conduct forms an integral part of my employment or volunteer contract or conditions of service with Dorcas Aid International. By signing it, I subscribe to the entire Dorcas Integrity Framework and its annexes. I understand that any failure to uphold the Code of Conduct may result in the termination of my engagement with Dorcas Aid International, or further disciplinary or judicial proceedings as mentioned above.

