

**the sustainable  
trade initiative**

## Code of Conduct

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IDH The Sustainable Trade Initiative  
Arthur van Schendelstraat 500  
3511 MH Utrecht  
[www.idhsustainabletrade.com](http://www.idhsustainabletrade.com)

# Table of Contents

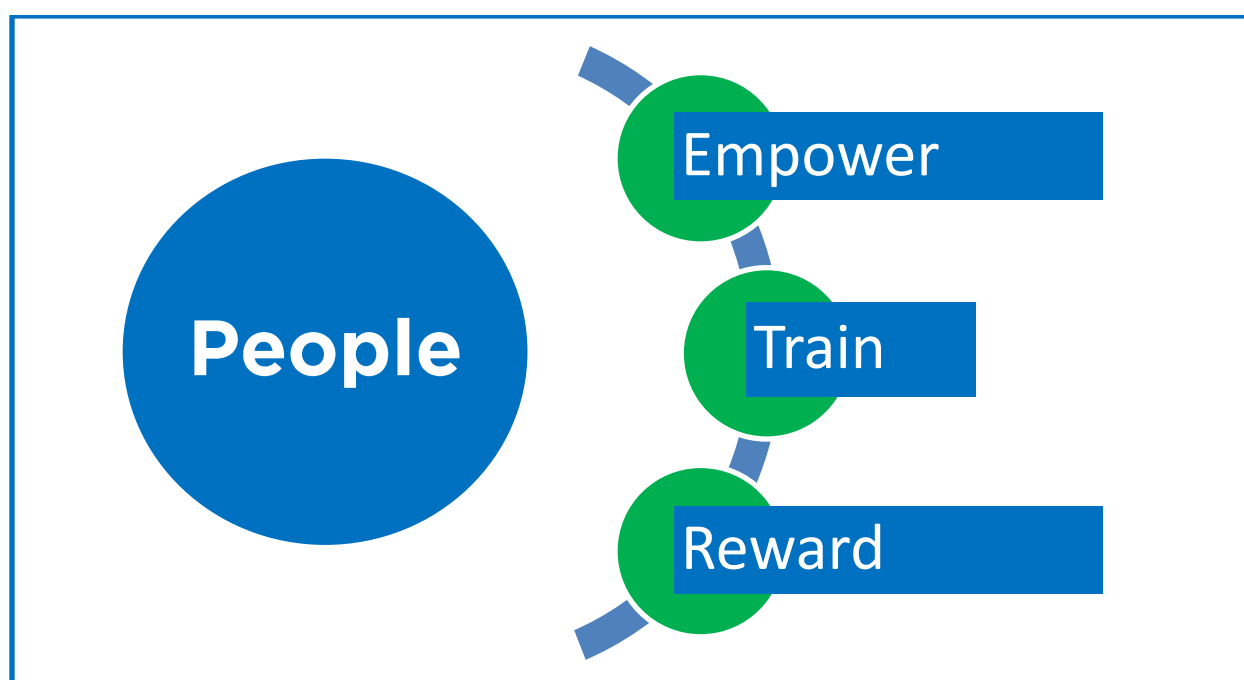
1.	.....	4
2.	Compliance with the Code of Conduct .....	4
3.	IDH Purpose and Values.....	5
	Purpose.....	5
	Values .....	5
4.	Commitments.....	6
	Our People.....	6
	Our Programs .....	6
	Our Partnerships .....	6
5.	Responsibilities.....	7
	Management Responsibilities .....	7
	Individual Responsibilities .....	7
	Security and Safety When Travelling.....	8
6.	External Communications .....	8
	External Communication in General .....	8
	Social Media .....	8
7.	Integrity .....	8
	Conflict of Interest.....	8
	Intimidation .....	9
	Private Use of Equipment.....	9
	Gifts and Presents .....	9
	Anti-Corruption .....	9
	Political Neutrality .....	9
8.	Where to get help.....	10
	Buddy System .....	10
	Whistleblower Policy.....	10

## 1. Introduction to the Code of Conduct

This Code of Conduct provides the ethical framework in which IDH operates. It provides an overview of the values, commitments, responsibilities and integrity that we stand for. When operating within the framework of this Code of Conduct, we create a responsible and transparent environment not only in conducting our business, but also in our organization internally.

Our Code of Conduct applies to all our people, it governs every decision we make. By “*our people*” we mean employees (including our Board of Directors) and consultants acting on behalf of IDH. Furthermore, we expect our business partners to apply similar standards of conduct when working for IDH.

This Code of Conduct is a living document and will be renewed when necessary. Our people will be informed when a new version is available.



## 2. Compliance with the Code of Conduct

Our work must comply with our Code of Conduct as well as with our IDH policies and the applicable laws of the countries we operate in.

Our reputation for acting ethically and responsibly is dependent on the decisions that every one of our people makes. It is therefore our responsibility to comply with all the policies that apply to the work we do and the decisions we make, as set out in this Code of Conduct.

If ever in doubt about a course of conduct, we have to ask ourselves:

- Is the behavior consistent with the Code of Conduct?
- Is the decision ethical?
- Does the decision comply with the law?
- Will the decision reflect well on me and IDH?
- Would I want to read about it in the newspaper?

If the answer is “No” to any of these questions, don’t do it.

If you are still uncertain, ask for guidance.

**All IDH employees are required to comply with the Code of Conduct by signing for acknowledgement and acceptance of this Code of Conduct.**

Non-compliance by our people with the Code of Conduct, or with relevant supporting policies or procedures, will result in proportionate corrective action from management towards the employee.

### 3. IDH Purpose and Values

#### Purpose

The overall purpose of IDH is to accelerate and up-scale sustainable trade by building impact oriented coalitions of front running companies, civil society organizations, governments and other stakeholders that will deliver impact on the Millennium Development Goals 1 (poverty reduction), 7 (safeguarding the environment) and 8 (fair and transparent trade). The purpose of IDH is described as such in Article 2.1 of its Articles of Association.

#### Values

IDH has the following key values which we propagate:

##### *Impact*

- Aim stretching private sector leadership engagement in sustainability far beyond CSR
- Continually focus on our additionality, prioritizing the impact on people and planet
- Work towards the institutionalization of sustainable practices, permitting IDH to exit

##### *Innovation*

- Deliver business driven, precompetitive solutions that involve both the public and private sector
- Dare and be willing to experiment and take calculated risks
- Continuously learn and reflect critically on our work, both internally and externally

### *Integrity*

- Deliver on plans and avoid deliberately overpromising (but think big!)
- Listen and be open to arguments of others, internally and externally
- Be transparent about successes and failures; be accountable for your actions
- Speak up when you disagree and don't spread rumors

## 4. Commitments

### *Our people*

The relationship between IDH and our stakeholders is based upon mutual benefit. At IDH we create a work environment in which both our people and our stakeholders feel appreciated and respected for their contributions. Everybody needs to have the opportunity to reach their full potential.

### *Our programs*

IDH builds coalitions with public and private sector players that set ambitious, metric based sustainability goals and formulate concrete, actionable implementation plans. IDH is joining forces with front runner companies, who are willing and have the potential to invest in IDH projects financially as well as through their own human resources. IDH co-funds the investments of companies in sustainability projects. The overall goal of IDH is to accelerate sustainability within 11 sectors and 11 landscapes under the IDH strategy 2016 – 2020 'Innovating Impact @ scale' through the development of impact coalitions of companies, NGOs, governments, trade unions, financial institutions, and universities that strive for impact on public good.

The instruments are the application of private voluntary sustainability certification systems (e.g. FSC, UTZ) and approaches such as: Innovative Finance, Service Delivery Models, Renovation & Rehabilitation Schemes and Landscape approaches, all through Public Private Partnerships. Throughout the development and implementation of our programs, which are fully precompetitive, IDH closely monitors progress, evaluates actions, prototypes new methods of up-scaling and shares lessons learned to help optimize impact and (cost)efficiency. By collaborating with front running companies IDH believes meaningful impact can be achieved.

### *Our partnerships*

IDH acts as a convener of private sector, financial institutions, civil society organizations and governments. IDH leverages private stakes, merges public and private interests and maximizes synergies. IDH offers unique opportunities for partnership in accelerating sustainable trade, hereby addressing development challenges through our convening powers, financial resources, close relationship with different stakeholders, as to our specialized knowledge as a program developer.

IDH strives to further enhance the existing relationship as well as to develop new strategic alliances in our programs. Our organization also supports the identification and development of harmonization initiatives and maintenance of thematic-focused and sector specific partnerships.

In line with IDH's value proposition, we must ensure that partnerships are developed and managed appropriately. Therefore, our organization reports to stakeholders in an accurate and transparent manner. In this context, outreach takes in a number of factors, such as:

- Communicate and coordinate with cross-sector stakeholders from the private sector, social partners, governments and other relevant audiences (like research institutions and certification bodies) using tools on our website, quarterly newsletter, direct consultations and publications.
- Ensure quality and participation of stakeholders in the design and implementation of programs and projects. This is pursued through close coordination and dialogue with donors, implementing partners and advisors (e.g. federations of industry, research institutions, non profit organizations).
- Monitoring and evaluation is thorough and regular assessment means that feedback on lessons learned can be used to inform external audiences.

## 5. Responsibilities

### Management responsibilities

IDH management needs to model the behavior noted in the code of conduct and manage their staff in this respect.

### Individual responsibilities

Our people have the following general individual responsibilities:

- **Customer focus: Maximise personal contribution to ensure customer satisfaction**  
Understand who your customers are. Know the customer and respond energetically to their feedback. Ensure activities and decisions will optimize customer relations and consider cost effectiveness at all times.
- **Personal integrity: Match words with actions to build mutual respect**  
Treat colleagues in a fair and consistent way, maintaining confidentiality to build trust and respect. Demonstrate company values in behaviour and have a personal vision on these values.  
*You can expect to be treated with trust and respect by all IDH team members.*
- **Drive: Strive to achieve and keep going when things are difficult**  
Demonstrate commitment to IDH and commit to achieving results. Show tenacity in overcoming obstacles, remain resilient and optimistic, meet deadlines, make things happen and be prepared to take calculated risks.  
*It is the commitment of the MT and the people managers in IDH to make you perform well. Enable them to do their job well: be transparent about your difficulties and ask for help!*
- **Team working: Build and maintain relationships within and across teams**  
Commit to team decisions, work in cooperation with others to achieve individual and team objectives. Share knowledge freely, maintain positive relationships within and across teams.  
*You can expect to have access to the right information you need to function well. And get the help you need to meet your goals*

- **Develop self and others: Create or contribute to an environment in which self and others are motivated to learn and develop**  
Give support to others encouraging them to take risks and make mistakes as part of learning, taking time to guide and give feedback.  
Find opportunities to learn and develop, celebrate success and take care of yourself so our people can be at their best.
- **Act responsible while travelling**  
Upholding safety and security is the responsibility of IDH people and all persons associated with IDH. IDH and its people should be aware of the risks associated with business travels and will take appropriate and adequate measures to reduce these risks. Our people will adhere to the Safety & Security Policy and should never put themselves or others at risk in order to protect organizational or personal property.

## 6. External Communications

### External communication in general

IDH has a communications team that takes the responsibility for all external communications on behalf of IDH. Other IDH staff is not authorized to communicate externally on behalf of IDH.

If one of our people is contacted and asked to discuss IDH business with members of the press, they do not provide any information. Instead, they should politely inform them that they are not authorized to discuss the subject, and refer them to our spokespeople.

### Social media

When using social media for stating opinions about topics directly mentioning IDH's name, work or programs, our people should ensure it is clear to social media circles that they are stating an opinion on their own account and not speaking on behalf of IDH. Such precautions include:

- State that the materials and opinions they are posting are theirs and not IDH's;
- Take every possible precaution to ensure that they are not disclosing any confidential information about IDH or its partners;
- Refrain from using any third party logos or trademarks without the relevant permission.

## 7. Integrity

### Conflict of interest

Our people are free to occupy paid and unpaid additional positions provided that their work for IDH is not compromised. In case of (possible) conflicts between the IDH position and the additional position, the future occupation of an additional position will be presented to the management who will decide on the appropriate resolution of the conflict.



### Intimidation

One of our key values is respect, so naturally intimidation or harassment of any kind is unacceptable in our organization. In case one of our people feels physically or verbally intimidated by a co-worker or superior, this is preferably in the first instance be discussed with the management. If the intimidation is perceived by the employee as very sensitive or if it concerns (a member of) the management, another co-worker (see chapter “Where to get help” under “buddy”, “whistleblower” or “confidant”) or possibly even the physician of the health and safety service can be turned to.

### Private use of equipment

In case IDH makes equipment, such as a computer or a mobile phone, available to our people, the private use of this equipment must be limited. All equipment made available to our people by IDH must be used carefully.

### Gifts and presents

IDH staff may keep gifts and presents they receive from third parties as a token of appreciation for performing their work provided that the value of the benefit is not excessive. As a guideline, we consider this to be the case if such gifts and presents do not exceed the value of €25 (non-repetitive).

All other gifts and presents must be notified to management, who will decide upon an appropriate resolution taking account for the circumstances. For material or immaterial gifts offered by our people to third parties, we refer to the “travel and hospitality guidelines” of IDH.

### Anti-Corruption

Bribery, fraud and corruption are all threats to sustainable development, and as such are threats to the core values which IDH seek to promote. With this in mind, IDH is committed to managing the risk of fraud and corruption both in its internal operations, as well as in all activities which are either managed by, or associated with it.

In pursuit of these objectives, IDH will not tolerate any form of fraud or corruption. IDH will not engage in any form of partnership or agreement where there is evidence or suspicion of corruption.

IDH people are at all times required to act in compliance with the zero-tolerance principle by conforming with all procedures and policies which attempt to combat fraudulent or corrupt activity. All IDH people are strictly prohibited from offering, paying, soliciting or accepting bribes or kickbacks. Depending on the seriousness of a breach, an employee's failure to comply with this policy whether intentionally or by an act of negligence, may lead to disciplinary action.

Where fraud, corruption or bribery is alleged, detected or suspected, it should be brought to the attention of IDH. As soon as is practically possible, IDH will investigate the matter, seek the recovery of the misappropriated funds (if applicable), and promptly determine the appropriate course of action.

### Political neutrality

Any person representing IDH, including consultants contracted by IDH, must be politically neutral and unbiased at all times when performing work for IDH. IDH is funded by public donors and thus IDH representatives must respect the nature of IDH's work and funding, irrespective of their own (political) views. This means that IDH representatives must

provide service to everyone without unfair discrimination and regardless of political affiliation or preference. In no circumstance is it permitted to use IDH's resources or position for political purposes or goals.

## 8. Where to get help

### Buddy system

IDH has a buddy system, in which newly hired people are paired with a more experienced colleague who helps new people get their bearings both practically and socially. This buddy system can help new people adjust to their new position within IDH and reduce the amount of time for them to learn new skills. Next to professional advice, buddies can ask each other personal advice how to deal with work related issues or with other colleagues.

### Confidential Advisor

When for one of our people feels uncomfortable in their professional relationship with (a) colleague(s), there is the possibility to discuss the issue with the Confidant Advisor. The Confidant Advisor will listen and help to find a solution to the issue where possible. The Confidant Advisor will treat all information provided to him or her as confidential and will not share this unless specifically requested to do so by the person in question. The Confidant Advisor is a generally trusted person whose role as Confidant Advisor is made known to all our people. He or she can easily report directly to the Executive Board, is well embedded in the daily operations of IDH and has a exemplary position regarding compliance with the Code of Conduct.

### Whistleblower Policy

IDH has a Whistleblower Policy that enables IDH people to raise concerns about inappropriate conduct that is occurring or suspected within IDH, or another organization with which IDH is partnered, in a safe and confidential environment.

IDH adheres to an open door policy, and suggest that all IDH people to approach a confidential advisor in the event that there is either evidence or suspicion of wrongdoing. As such, if an IDH person becomes aware of any behavior or conduct they believe to be illegal or a violation of the principles set out in the Code of Conduct, they can raise their concern with a confidential advisor.

IDH people are recommended to seek advice from a confidential advisor if they are uncertain as to the merits of their suspicion. Any inquiry of this type will be treated confidentially. If you feel uncomfortable approaching all confidential advisors, you are encouraged to speak with the Executive Board or the Supervisory Board. In all circumstances, the whistleblowers identity will be kept confidential.

Any information disclosed to the advisor will remain confidential until the issue is resolved, a reasonable time has lapsed, or to the extent possible considering the need to conduct a satisfactory investigation.