CODE OF ETHICS

Our Vision

To promote ethical service delivery and quality education where children matter.

Our Mission

We empower the next generation as leaders of change.

Our Objectives

- The company's main objective is providing assistance to and strengthening community-based organisations through capacity building, leadership development and training in effective programmes.
- The company's secondary objective is working in collaboration with other organisations and networks that mainly focus on capacity building and effective programmes.

Our Key Focus Areas

- Investment in people: Look out for all people, especially children
- Strategic clarity: Implement purpose with clarity and endurance
- Collaborative solutions: Achieve more with solution-focused attitudes
- Ethical commitment: Promote value-based education and disciplined service delivery

Our Key Services

- Leadership development: Empowering the next generation as leaders of change
- Capacity building: Equipping organisations to grow ethically
- Collaboration: Building strong partnerships together
- Training: Sharing values, knowledge and skills in line with best practice

Our Leadership Model (LEAD)

- Looking out for others (L)
- Ending well (E)
- Aspiring to a solution-focused Attitude (A)
- Displaying the Discipline to make the right choice (I

OUR VALUES

Value Statement:
In Christ, through integrity, competence, stewardship, transparency and accountability, we take thought beforehand and aim to be honest and absolutely above suspicion not only in the sight of the Lord but also in the sight of men. Based on 2 Corinthians 8:21 (Amp)

1. **Integrity – aiming for the highest ethical and professional standards**
   - We commit to keep our commitments and to function to the highest ethical and professional standards in line with best practice.
   - Behaviours: fulfil commitments, walk the talk, be professional and respectful, declare any conflict of interest.

2. **Competence – creating a culture of growth, innovation and sustainable impact**
   - We commit to create a culture of continuous development, growth, creativity and innovation in line with our motto "Grow Today. Lead Tomorrow" by providing effective, efficient and economical services in line with our objectives.
   - Behaviours: think "outside the box," develop new skills, encourage growth, measure our impact.

3. **Stewardship – caring for our resources, nurturing our relationships**
   - We value our resources and commit to collaborate with partners that share our work ethos to increase our capacity and to raise up a new generation of leaders.
   - Behaviours: use resources for the purpose it was intended for, use our time wisely, develop positive stakeholder relationships, encourage team work.

4. **Transparency- providing accurate information promptly**
   - We commit to be truthful about our organisation and its activities and to honour our stakeholders with timely, relevant and accurate information.

- Behaviours: be honest, be clear, share relevant information, encourage open communication.

5. **Accountability – inspiring trust and credibility to all stakeholders**
    - We commit to inspire trust and credibility to all our stakeholders by being accountable for our decisions and actions.
    - Behaviours: take ownership, acknowledge mistakes, strive to find solutions, persevere to the end.

GENERAL PRINCIPLES OF OUR CODE

1. **Best interest**: As Ezrah's functioning is embedded in a clearly defined value system, leadership model and work ethos, all persons working under the umbrella of Ezrah should aim to keep the best interest of the company at heart when making decisions and implementing actions related to the company. It means that all company decisions should as diligently as possible express this value system, leadership approach and work ethos. This principle is also closely related to the conflict of interest principle.

2. **Building trust and credibility**: We recognise that the success of our company is influenced by the trust and confidence we earn from stakeholders and that trust is built through ethical behaviour. Every decision and action counts.

3. **People care**: All persons deserve to work in an environment where they are treated with dignity and respect. Such an environment will create the opportunity for persons to reach their full potential, which, in turn contributes to the success of the company.

4. **Open and honest communication**: At Ezrah all persons should feel free to express an opinion, particularly with respect to ethics concerns. The board and management has a responsibility to create an open and supportive environment where all persons feel free to ask the questions which will enhance the ethical culture of the company. All concerns will be taken seriously to ensure the best cause of action in reaching for the highest standards of ethics in line with our policies and faith statement.

5. **Setting the tone at the top**: The board and management must recognise that not all persons have developed the same ethical standards. Therefore ethical behaviour must be intentionally role modelled from the top down and platforms must be created to develop a culture of ethical thinking and behaviour. All ethical questions or concerns raised must be addressed in a timely manner.

6. **Ownership**: Every person must contribute to developing an ethical culture within the company. This code is therefore applicable to all board members, employees, facilitators and volunteers of the company. Every person working under the umbrella of Ezrah Community Training and Development has a duty towards each other, our clients and stakeholders to:

   - Act with diligence and in good faith
   - Be professional and respectful
   - Avoid any perceived conflict of interest
   - Act in the best interest of the company
   - Contribute knowledge, creativity and skill to help the company grow
   - Deliver on commitments
   - Keep oneself and others accountable
   - Value the company's time and resources by being a good steward
   - Be open, honest and clear in communication
   - Promote team work and collaboration
   - Acknowledge mistakes and strive to find solutions
   - Get the relevant information to ensure compliance
   - Persevere until a task is done

7. **Use of information:** We recognise the need to distinguish between the duty of sharing relevant information with stakeholders to express transparency and the duty of keeping certain company information confidential. The organisational policies will guide persons on the protocols regarding the use, sharing and distributing of information. The ethical matters to consider include confidentiality, best interest and respect for copyrighted material.

8. **Conflict of interest:** We recognise that a conflict of interest may occur from time to time and we therefore encourage persons to declare a perceived

conflict of interest rather earlier than later to ensure that proper procedures may be followed. Any relationship or activity which may impair our ability to make objective and fair decisions must be avoided or managed in a transparent way. Decisions on all perceived conflicts of interest must be thoroughly documented.

9. **Dual roles:** In some cases, persons may experience a dual role where they find themselves in a situation where they are representing the interests of different entities or persons simultaneously. In such a case, persons are encouraged to clarify their role and whose interests they are representing in the situation. If they feel a fair and objective decision cannot be made, they must rather recuse themselves from the decision-making process.

10. **Upholding the law:** Our commitment to integrity begins with complying with relevant legislation regarding our company. To ensure legal compliance the board and management has an added responsibility to understand company policies and legislation relevant to the company to ensure that this is implemented on all levels. When we are unsure whether a contemplated action will violate legislation, we will seek advice from a resource expert.

11. **Company intellectual property:** The company's intellectual property and the intellectual property of others must be respected at all times. Where service providers or employees retain intellectual property in their personal capacity, this must be clearly indicated in agreements with them.

12. **Company record-keeping:** We create and retain our company records in compliance with legislation and company policies. All corporate records must be true, accurate and complete. Company data must be promptly and accurately entered into the company database and financial data captured on the software bookkeeping system. Files with hard copies must be stored in a safe and confidential way. Soft copies of the most important company documents must be kept on the Ezrah board folders. The board must have access to the most important company documents via the Board Dropbox folder at all times to ensure transparency, accountability and accessibility.

Developing Ethical Thinking

The following questions should be used when making decisions before taking action:

- Do I have sufficient information to make a decision?
- Is this decision in the best interest of the company and our strategic focus?
- Is this decision in line with the company's policies and codes of conduct?
- Is there a perceived conflict of interest which I need to declare?
- Is this decision an expression of our value system and work ethos?
- Is this decision in line with best practice standards?
- Will this contribute to the growth of others and the company?
- Do I have a dual role which makes it difficult to maintain the best interest of all stakeholders?
- How will this action be perceived by others?
- Will this decision/action build trust and credibility for the company?
- Will my integrity remain intact once the action is implemented?
- Do I need to consult further before I make a decision or implement an action?
- Will I share relevant information with the appropriate permission and without compromising confidentiality?
- Have I raised my concerns sufficiently when I perceive the potential for unethical decision-making?

Developing Ethical Actions

The following guidelines should be used to ensure ethical actions:

- Have the courage to raise questions regarding unethical decisions or actions
- Consider the impact of actions on others and the company
- Ensure that actions are in alignment with legislation and company policies
- Clarify dual roles and declare a potential conflict of interest as soon as possible
- Ensure that information is used in an ethical way
- Consult with relevant persons such as management or resource experts when in doubt before an action is taken to ensure ethical compliance

Other relevant documents and references

The Code of Ethics must be implemented in conjunction with all Ezrah's policies and documentation, including amongst others:

- Memorandum of Incorporation
- Governance policy
- Human resource policy
- Code of conduct (general)
- Code of conduct in working with children
- Child protection policy
- Service delivery policy
- Faith statement