



Code of Conduct

Ethical Conduct

Our ethical standards are high at Caribou Digital and we expect our organization to be full of interesting, diverse and passionate people who do great work for our clients. This Code of Conduct sets out the basic standards of conduct expected of all of our consultants. If you believe that any Caribou Digital consultant has violated our Code, you should report this directly to Chris Locke or confidentially through the company's reporting portal (<http://cariboudigital.ethicspoint.com/>).

Applying the Code of Conduct

The Code applies to all Caribou Digital consultants. We are a global company—if there are any laws and regulations in the country where you work that are stricter than those in the Code, you must follow such laws and regulations. On a case by case basis, the Code may also apply to Caribou Digital suppliers; however, in most instances, suppliers are expected to have their own Code of Conduct.

Compliance

All consultants are expected to comply with the Code as well as all Caribou Digital policies, including: Research Code of Conduct, IT Policy, Procurement Policy, Anti-Terrorism Policy, and Health and Safety Policy.

All consultants will be supplied with a copy of the Code as well as all Caribou Digital policies when they sign a consultancy services agreement with Caribou Digital. Updates may be made periodically. A copy of the Code and all Caribou Digital Policies are also available on Caribou Digital's online reporting portal.

Avoid fraud and corruption

We expect consultants to adhere to all applicable anti-bribery, anti-corruption and money laundering laws in the countries in which they work, including but not limited to the UK Bribery Act 2010. We have zero tolerance of any form of corrupt practices including extortion and fraud. Consultants should immediately report fraudulent or corrupt practices directly to Chris Locke or confidentially through the company's reporting portal (<http://cariboudigital.ethicspoint.com/>).

Confidentiality

As a Caribou Digital consultant, you may have access to Caribou Digital's confidential or proprietary information or the confidential or proprietary information of our clients or donors.

It's imperative that you always protect the confidentiality of such information, during and after your engagement with Caribou Digital. If you witness or suspect a particular situation that leads you to believe that confidential information has been compromised, immediately report this directly to Chris Locke or confidentially using the reporting hotline.

Confidential information includes proprietary information, data, trade secrets and know-how, sales figures, revenue data, development plans, personal data, information marked as confidential and your user ID and passwords. There are gray areas in which you will need to apply your best judgment in making sure you don't disclose any confidential information. When in doubt, you should speak with Chris Locke before sharing data with third parties.

Conflicts of interest

We expect consultants to avoid situations that would interfere with an ability to act in Caribou Digital's best interests. You are expected to use your judgment to act, at all times and in all ways, in the best interests of Caribou Digital and our clients. When in doubt, do not hesitate to reach out to Chris Locke.

Positive work environment

We expect consultants to invest in their relationship with Caribou Digital and with other consultants involved in project or programme delivery teams. Each consultant is expected to create a positive work culture by respecting the inherent dignity and worth of all individuals, treating each person in a respectful fashion that is mindful of individual differences and cultural and ethnic diversity. We will not tolerate discrimination, harassment or victimisation of any kind. Some Caribou Digital contracts involve engaging with people who are vulnerable, oppressed, or living in poverty. In these instances, consultants should always treat a vulnerable individual's dignity, safety, security and well-being as a priority concern.

Continuous improvement

We expect our consultants to use best practices in the delivery of consulting services on behalf of Caribou Digital. We also expect consultants to continuously grow their skills in order to help Caribou Digital deliver to the highest quality standards expected by our clients.

Delivering value

Clients expect Caribou Digital to obtain good value for every project amount spent. This means that our contracts with clients should be priced to offer sustainable value throughout their life, including when changes are needed. Consultants working on proposals are expected to prepare project budgets that reflect realistic expectations of work effort and expenses, and utilize an appropriate daily rate for consulting services (e.g. based on market-related rates and rates charged on previous assignments). Consultants must not exploit an incumbent or monopoly position, an urgent situation or an asymmetry of capability or information to impose opportunistic pricing.

Management of risk and issues

Consultants are expected to proactively raise risks and issues on projects, and take necessary actions so that commercial and delivery risks can be mitigated. Consultants should work in good faith to resolve any disputes on an assignment promptly and fairly through good relationship management with the client.

Reporting professional activities

Consultants should be accurate, honest and objective in reporting their professional activities, including on status reports and invoices, LinkedIn profiles, bios used in proposals, or any other private or public forum.

Deal fairly with others

Operating in an honest, fair and ethical manner with others is important to us. Each consultant should endeavor to deal honestly, fairly and ethically with Caribou Digital's clients, suppliers and other consultants. No consultant should take unfair advantage through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair dealing practices.

Treatment of research partners

As a global research and strategy consultancy, Caribou Digital conducts research and engages with stakeholders in many different countries. We often rely on in-country consultants or suppliers (collectively "research partners") to provide operational support as well as strategic insights, which we recognize as invaluable inputs into our work. We therefore make an explicit commitment to supporting the growth, visibility, and voice of the research partners we work with.

Given the wide range of research partners we work with, no single approach will make sense for every engagement. Instead, Caribou Digital has adopted the following four principles that should be applied in the most appropriate configuration for any given project. Caribou Digital project team leaders are responsible for operationalizing these commitments for each research project and reporting on outcomes. Caribou Digital will evaluate progress against this commitment periodically, with an overall goal of continuously improving inclusive practices with partners.

1. **Involve research partners upstream in the research design phase**, including client discussions. Instead of just having an operational role, research partners should contribute to higher-level project strategy, for example Caribou Digital should aim to:
 - *Share the Terms of Reference and invite the research partner to client discussions early in the project*
 - *Ask what they (the research partner) would like to achieve by the end of the project*
2. **Provide more opportunities for research partner voice and insights in the deliverables** or outputs, and give research partners more prominent attribution, for example Caribou Digital should aim to:
 - *Design deliverables to explicitly include insights with research partners' writing/voice*

- *Ensure proper credit, including mention in slide decks and photo attributions*
- 3. **Post-project, support research partners in building on the work** they contributed to by finding speaking engagements, writing content, or for example Caribou Digital should aim to:
 - *Invite research partners to write content hosted on Caribou Digital website or Medium*
 - *Recommend that research partners participate in speaking engagements representing the work*
- 4. **Increase research partner visibility with funders and other partners**, with the goal of improving their opportunities for securing work directly in the future. Caribou Digital should aim to:
 - *Pass along relevant RFPs, make introductions at donors/ funders, encourage to present, especially for diversity and inclusion opportunities*

Reporting concerns

We take seriously any breach of the Code of Conduct or any other illegal or unethical behaviour on Caribou Digital projects. If you witness any behaviour you deem to be unacceptable, unethical or in breach of any of the policies of Caribou Digital or our clients, report it through Caribou Digital's reporting portal accessible via Caribou Digital's website (<http://cariboudigital.ethicspoint.com/>). The complaint will be dealt with in confidence and swiftly. If required, Caribou Digital will bring in independent external bodies to investigate complaints.