

# CODE OF CONDUCT

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Our Values and  
Principles of Responsible  
Business

## OUR CODE OF BUSINESS CONDUCT

One of the goals of Competence Management Consulting is to set a positive example of a responsible company in the market, through good governance policies and a culture of responsible business conduct. Our code of conduct sets the principles that we use to inspire and support responsible conduct in order to uphold our reputation as a company with high levels of integrity and trustworthiness. The code stems from our business values and our guiding principles, and is based on the UN Global Compact's ten principles with respect to labour, human rights, environment, and anti-corruption.

## OUR VALUES

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Our values represent the standards that CMC as well as each employee in the organization respect and uphold in conducting business. Our core values are:

- **Excellence** – We aspire for excellence in the quality of services we provide
- **Professionalism** – We passionately uphold a high level of professional standards and competence
- Succeed through our **people and teamwork** – We strongly believe that sustainable success is only possible through continuously building our qualifications and sharing knowledge and expertise among our team
- **Responsibility, integrity, and ethical conduct** – We value responsible conduct and always apply high ethical standards in everything we do
- **Partnership** – We recognize the value of building strong and lasting partnerships with our stakeholders founded on honesty, mutual benefit and respect

## OUR GUIDING PRINCIPLES

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The following principles and responsibilities are an integral part of our code of conduct:

- Achieving the company's mission and objectives is a high priority for all our personnel.
- As consultants and trainers our first responsibility is delivering value to our customers and meeting their needs; hence, we are constantly striving to ensure the highest quality of our services and the achievement of desired results.
- As responsible professionals, we strive to ensure that the principles of confidentiality are strictly observed, both in our professional work and private activities.
- As responsible consultants, we are always pushing ourselves to stay on the cutting edge of our practice and continually educate ourselves and look for innovative solutions because we see this as the foundation of our successful profession.

- Each employee is an important asset to the company and therefore is treated with respect and dignity and afforded an environment conducive to creativity, enthusiasm, and individual growth.
- We value partnerships, and we expect our associate partners to act as responsible professionals to ensure the delivery of the best results.
- Knowledge sharing, collaboration among consultants is of great importance to our success and growth.

## **OUR RESPONSIBLE BUSINESS CONDUCT**

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Through our responsible business conduct and an environment of excellence for our employees and stakeholders, we aim to contribute to our company's growth and success and continuously earn the trust and respect of our stakeholders. The set of responsible principles in our code are integrated in our strategy, culture and our daily operations and define the conduct we expect from our executives, employees, and associates.

Our business principles cover the following areas:

- Responsibility to stakeholders
- Business ethics and integrity
- Competition
- Environment
- The Community

## **Responsibilities to Stakeholders**

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Firstly, responsible conduct is about our interactions with our stakeholders: customers, business partners and contractors, as well as our employees.

### **Relations with Our Customers and Partners**

The satisfaction of our customers comes first. We are committed to providing the best possible service to our clients in accordance to the terms of the contract, and we are constantly striving to add value to their business. We do this by:

- Constantly striving to improve our operations and develop and improve methodologies and tools in the field of consulting and training to deliver higher value services;
- Continuously monitoring our services to ensure that the quality and delivery are according to the highest standards;
- Being open and encouraging cooperation and partnership with other organizations and consultants in Jordan and abroad;

- Striving to conduct business only with organizations and individuals that conduct business ethically and legally;
- Always dealing fairly with our business partners and not trying to obtain advantages through dishonest or unlawful activities;
- As a Jordanian consulting company, being fully committed to contributing to the development and growth of the country through working in partnership with stakeholders to develop programs for the benefit of the nation;
- Upholding the privacy of our customers and other stakeholders. All information provided to us is strictly confidential.

## **Our Employees**

Our employees' wellbeing is always important as they represent our most important asset, and therefore, the relationship with our employees are based on mutual respect. As a responsible organization:

- We only undertake activities that are in accordance with the Jordanian Labour Law and in respect of applicable human rights;
- We provide equal opportunities in hiring, salary, and training based on qualification and free of any discrimination on the basis of gender, religion, and ethnicity and other characteristics;
- We maintain good employment conditions and have fair and transparent contracts with our employees;
- We provide a productive, safe and healthy working environment where our qualified employees can work and be creative. Our associate consultants are also afforded a modern working environment at our offices to facilitate better and more efficient work;
- By open attitude and clear communication, we make every effort to provide a transparent working environment and we share information about the company's practices with our employees;
- We provide training opportunities for our employees when it is in their benefit and that of our business;
- We involve employees in business decisions that affect them and improve their work environment;
- We encourage open communication and the expression of legitimate concerns, without reprisal.

## **Business Ethics and Integrity**

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## **Honesty, Integrity and Fairness**

- We insist on honesty, integrity, and fairness in all aspects of our business and expect the same in our relationships with all those with whom we do business.
- We promote a culture of fair and ethical behaviour without infringement of the law or detrimental to CMC and its reputation. We encourage employees and other stakeholders to report unethical behaviour, infringement of the law and matters detrimental to CMC and its reputation.
- We do not promote our company or our services in a way that is misleading or confusing the customers.

## **Bribery and Corruption**

- We do not, directly or indirectly, offer or give bribes, nor do we accept bribes to obtain new business or secure improper advantage. We do not approve or participate in any kind of corrupt activity.
- We always act honestly and openly and we maintain accurate books and records of all our transactions. We do not knowingly seek to gain business or advantage of any kind by acting fraudulently, deceiving people, misrepresenting facts, or making false claims.

## **Conflict of Interest**

We avoid situations in which our personal interest or actions could conflict with the company's best interests. Possible conflicts include having an outside consulting/training relationship with any competitor or customer or other activity that detracts from an employee's ability to devote appropriate time and efforts to his/her responsibilities to CMC or receiving or giving improper personal gifts or payments in return for business.

## **Confidentiality and Information Protection**

- We respect our customers' and other stakeholders' privacy and protect the confidentiality of data and information that we receive from them, regardless whether we sign a confidentiality agreement or not.
- We ensure that any information we include in a proposal to our client is accurate and up to date.
- When we team up on a business opportunity with an organization or individual consultants/trainers as consortium or subcontractor, we keep information that we receive about the company or the consultant as confidential, and use it only for the purpose of that contract.

## **Disclosure**

- We apply high quality standards for accounting and audit. We comply with the applicable laws that pertain to our business and disclose information necessary for the correct determination of taxes to the relevant authorities.
- We disclose information about our company and the conditions of using our services truthfully and factually, so that our customers can exercise their freedom to choose between our and other offers.

## **Competition**

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Our company operates within the framework of the Jordanian Competitiveness Law. We always conduct our activities in a competitive manner and we do not engage in unfair activities that may reduce or prevent competition, especially activities to fix prices or to manipulate tenders. We do not engage in activities that may unfairly or falsely portray our competitors.

## **The Environment**

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As a responsible company, we take measures to reduce the impact on the environment and resources through using more energy-efficient office machines, and taking energy saving measures. We also seek to reduce office waste by transitioning to a paperless system and recycling where possible.

## **The Community**

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Our Social Responsibility program encompasses activities of providing pro-bono consulting and advice, as well as volunteer support to various national or local initiatives. As an expression of CMC consultants' social commitment, we are involved in a number of national projects focused on economic and social policies and strategies.

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