

Future Horizons

Code of Conduct

Future Horizons (hereafter FH) is committed to upholding the highest standards of conduct, professionalism, and integrity in all its work. This Code of Conduct applies to members of FH's Board and the FH Institute's Advisory Board, as well as FH's staff, Associate Experts, sub-contractors, and anyone acting on FH's behalf (hereafter: FH staff and co-workers). It includes both mandatory legal requirements and the voluntary standards that FH seeks to uphold.

I. Values and ethics

FH strives for excellence and relevance in its activities. Customer satisfaction and income growth are considered as necessary but not sufficient conditions of its success. In addition, FH aims to offer services that are innovative and relevant from the standpoint of sustainable development, to develop the expertise of its staff and co-workers within well-defined areas of competence, and to promote standards of scientific rigour and quality.

FH places strong emphasis on impartiality, objectivity, and professionalism. FH's staff and co-workers shall be accountable for the proper discharge of their functions and for the decisions and actions that they undertake in the context of their work. FH's staff and co-workers shall submit themselves to scrutiny as required by their position. They shall not act in a way that would display undue bias for or against particular individuals, groups, interests, or viewpoints.

FH's staff and co-workers shall fully respect the human rights, dignity and worth of all persons and shall act with understanding, tolerance, sensitivity, and respect for diversity, and without discrimination of any kind. While it values and protects the expression of personal views and convictions, FH will not allow any communication in its name or as part of its activities to contravene to values of human dignity and equality.

FH works with full transparency and procures independent accounting and financial control to ensure that its activities are fully compliant with the laws of Norway and its countries of operation.

II. Professional integrity

FH strives to be transparent and to uphold the highest standard of professional integrity and quality in its different lines of activity. Specifically:

- Involvement in any form of corruption or bribery, whether directly or through intermediaries, is unacceptable and prohibited by law. This prohibition includes facilitation payments.
- The receipt of gifts, hospitality or expenses that are intended to affect the outcome of specific business transactions are considered a violation of this Code. Gifts, hospitality and expenses shall be modest and in line with acceptable legal and cultural practices.
- FH prohibits financial or other transactions that directly or indirectly could give rise to questions regarding FH's integrity and impartiality.
- FH's staff and co-workers should proactively and fully disclose any actual or potential conflict of interest to the concerned stakeholders, including FH's Board and, in cases

where such conflicts of interests occur, should immediately take appropriate corrective action.

- FH does not allow any kind of plagiarism and is committed to upholding the highest standards of academic integrity. FH shall accept only assignments for which it can confidently aim to deliver excellent quality and significant value added; in particular, FH shall not engage in assignments that are not consistent with the background, experience, skills, and qualifications of its senior staff and co-workers. In the event of errors or omissions in their production, FH staff and co-workers shall take full responsibility for such mistakes and make prompt and adequate corrections.
- FH asks its clients to assess its services after each assignment in order to ensure that it has displayed responsible business practices, made efficient use of resources, and provided high quality services.
- FH's staff and co-workers always work with the utmost respect for their clients and the target groups of development interventions, including by avoiding harm and conditioning the collection of information on informed consent of participants. Wherever relevant, FH shall seek to provide equal access to information on the context and conditions of its activities to all those concerned.
- FH has a commitment to transparency in its decision-making processes and business relationships. FH will not use information that is not generally available for the public, for private gain, financial or otherwise.
- Without prejudice to the above, FH shall, in accordance with Norwegian and EEA legal requirements for data protection, protect any proprietary or confidential information that has been entrusted to it. FH shall not disclose any private information that is not relevant to public interest to third parties without authorisation.

III. Workplace and environment

FH strives to create a safe, healthy, and inclusive workplace, and to have a positive environmental footprint. Specifically:

- FH respects and promotes diversity and gender equality in all its work communities. FH does not tolerate discrimination based on gender, race, age, religion, disability, nationality, ethnic origin or sexual orientation.
- FH follows relevant national employment legislation and international labour standards expressed in the Core Conventions of the International Labour Organisation. Where these differ, the higher standard shall apply.
- FH considers unacceptable any act of harassment, including any unwelcome verbal or physical behaviour that interferes with work or creates an intimidating, hostile, or offensive work environment, including sexual harassment.
- FH seeks to establish environmental consciousness and to protect the environment in its internal business and in the delivery of its services. FH is committed to an effective environmental policy and complies with existing legislation and regulations regarding the protection of the environment.

IV. Complaints and whistleblowing

FH seeks to prevent and oppose unethical and illegal conduct and to provide protection from retribution to those who report such conduct. Specifically:

- FH's staff and co-workers shall report any unethical or illegal behaviour or action witnessed in the context of their work to the concerned stakeholders and, when appropriate, to legal authorities.
- FH's staff and co-workers are encouraged to report to FH's Board any infringement to the principles and rules enacted in this Code of Conduct and to applicable laws of Norway that they have witnessed in the context of their work.
- FH maintains a whistleblowing channel in the form of an e-mail address that is clearly publicised on its website and easily accessible to members of the public (info@futurehorizons.no). FH seeks to respond immediately to any concerns expressed through that channel.
- FH staff and co-workers and third parties reporting an infringement benefit from the normal protections provided by Norwegian law to whistle-blowers, including, when relevant, the protection of their anonymity.
- FH investigates any misconduct attributed to its staff or co-workers by discussing with all involved parties. Upon the investigation, FH's Board takes proportionate actions to sanction confirmed cases of misconduct, including by reporting these to relevant authorities and by terminating the work relationship.