



CODE OF CONDUCT



MESSAGE FROM THE EXECUTIVE DIRECTOR



Dear colleague,

We have an ambitious strategy. By 2027, we will improve the access of 1.5 billion people to nutritionally enhanced foods and we will improve the access of 25 million people to healthier diets.

To achieve this impact it is not only about what we do but why and how we do it. A critical underpinning if we are to achieve impact is being true to our values. Passion. Voice. Innovation. Integrity. Teamwork. Humility. These are the values we demand from ourselves and that our colleagues, partners, and the people at risk of malnutrition who we work with should expect of us.

But values are just buzzwords if they are not embedded in and reflective of the work culture.

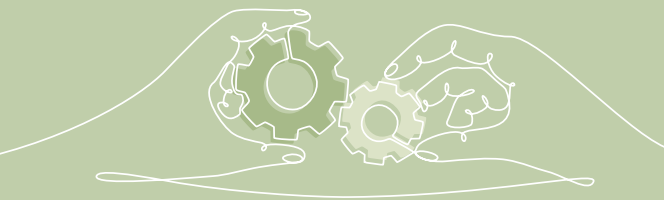
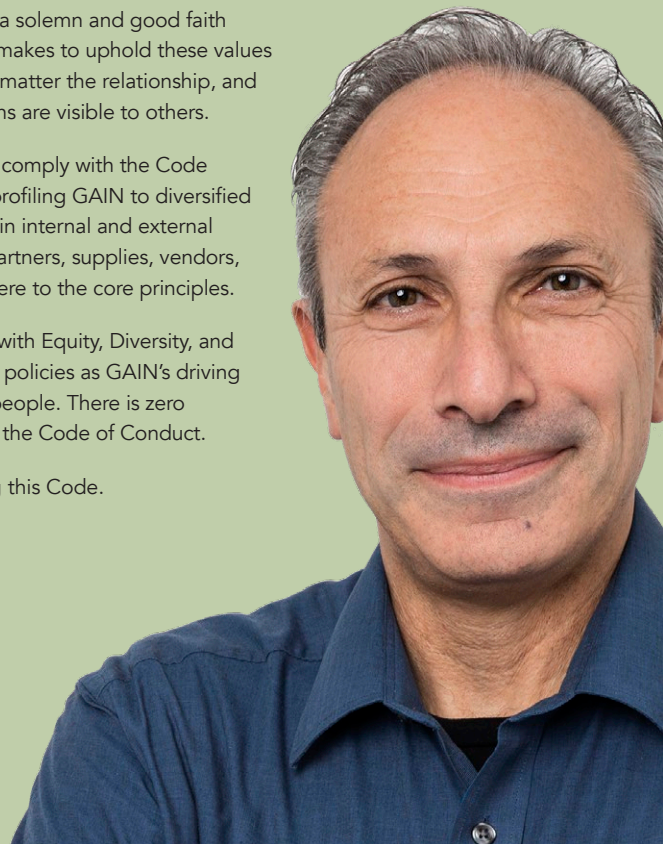
The Code of Conduct is a solemn and good faith commitment each of us makes to uphold these values at GAIN, at all times, no matter the relationship, and whether or not our actions are visible to others.

We need to respect and comply with the Code while representing and profiling GAIN to diversified audiences, participating in internal and external audiences, supporting partners, suppliers, vendors, and communities to adhere to the core principles.

The Code will be linked with Equity, Diversity, and Inclusion (EDI) and other policies as GAIN's driving force are its values and people. There is zero tolerance to breaches of the Code of Conduct.

Thank you for upholding this Code.

Yours,
Lawrence
Executive Director, GAIN



OUR VISION, MISSION AND VALUES

OUR VISION

Healthier diets for all people, especially the most vulnerable, from more sustainable food systems.

OUR MISSION

To improve the consumption of healthier diets for all, especially the most vulnerable, by improving the availability, affordability, desirability, and sustainability of nutritious and safe foods, and reducing the consumption of unhealthy and unsafe foods.

OUR BEHAVIOURS

PASSION

We are committed to achieving change for the most vulnerable. We have high expectations of ourselves. We hold ourselves and each other to account.

VOICE

We embrace equity, diversity and inclusion. We listen to and learn from each other. We are respectful and appreciative. We have a climate of openness and trust.

INNOVATION

We seek new solutions to problems. We embrace healthy risk-taking. We are willing to think and act "outside the box". We invest in learning. We are ambitious, open and curious.

INTEGRITY

We are honest and transparent. We deliver on our promises. We have consistently high standards of conduct. We aim to respect the environment and planetary boundaries.

TEAMWORK

We work together as ONE GAIN. We care about each other. We are good allies. We invest in relationships.

HUMILITY

We celebrate success but learn from our mistakes. We recognise our limitations as well as our strengths. We aim to listen to and serve our stakeholders.

PASSION

GAIN works with **passion**. All we do is, ultimately, for the communities and people we seek to serve. **We are committed to seeking change for the most vulnerable**. We work hard to hear their voices and to involve those communities in our work, in designing, delivering and evaluating our projects and programmes. In doing so, **we have high expectations of ourselves**. We take individual and collective responsibility for our work and our conduct and **we hold ourselves and each other to account** for our effectiveness and our impact.

We always strive to reach our mission, and to work in the interests of others, not for personal benefit.



We take especial care when we work with children or vulnerable people to ensure that we can safeguard them. We work with our partners and communities to support them to develop and use systems that safeguard vulnerable people.

We do not – and we do not work with those who:

- exchange ‘aid’ for favours and/or ask for favours in exchange for work
- use sex workers or exploit vulnerable people for their own benefit
- engage in human trafficking and/or forceful displacement (internal or external)

As an organisation, we celebrate those who consistently demonstrate our values in their behaviour.

As a member of GAIN staff, I will *

- be passionate about and committed to GAIN’s mission
- take individual responsibility and be accountable for upholding GAIN’s values and Code of Conduct

* GAIN staff include interns and volunteers

VOICE

GAIN celebrates **voice**. Wherever we work in the world, we respect others. **We embrace equity, diversity, and inclusion (EDI)**. These are intrinsically important; they lead to better decisions, and a workplace where more people feel they belong and where they can bring their best selves to work. We are a stronger organisation when **we listen to and learn from each other** and where we have a safe place to share, learn and exchange ideas.

We are respectful and appreciative. We respect individual religious, ethnic, cultural, social, and political beliefs but we exercise restraint in how we express these and share them. We do not represent these views as the voice of GAIN. If these views conflict with GAIN's values and policies, we follow GAIN's.

We follow good practice and make clear that our views are our own not GAIN's when we use social media in a personal capacity.

We have a climate of openness and trust. We base decisions on evidence and merit. We want everyone who works at GAIN to have the chance to grow and develop, to be confident their views will be heard, and to feel safe. We make staff appointments based on fair and open competition and evidence of achievement. We want our staff to thrive.

As a member of GAIN staff, I will:

- speak up or speak out within GAIN if I see something wrong, following appropriate processes
- celebrate colleague's differences and contributions
- celebrate collective actions to achieve our mission



TEAMWORK

Teamwork is critical to achieving our strategic ambitions. **We work together as ONEGAIN.** Every part of GAIN's work involves collaboration – working in alliances, with partners, delivery partners, funders and other internal teams. **We care about each other. We are good allies. We invest in relationships.**

GAIN expects the same standards of conduct from our partners as from our staff. We support our partners to align with our values. We expect our partners to embrace the requirements and prohibitions of this Code, or to have their own equivalent document. When we contract with a partner, we will follow due diligence and we will seek to ensure value for money.

We do not:

- allow internal organisational structures to be a barrier to effective solutions
- allow close relations to work as supervisors/supervisees
- prioritise our individual achievements at the expense of the team's
- blame others for our own non-performance
- share personal judgement, assumptions or views about any colleague, communities, or partners outside of GAIN

We ensure GAIN complies with statutory regulations applicable in each location. We respect the culture, structures, and customs of the countries in which we work. If local laws or customs set a higher standard than the terms of this Code, we will follow them. Where this Code sets higher standards, we expect staff and partners and those taking part in GAIN events to follow the standards of the Code, subject to protecting their personal safety.

As a member of GAIN staff, I will:

- listen to my colleagues and treat them fairly and with respect
- work with colleagues as 'one GAIN'



INTEGRITY

Integrity underpins all that we do. **We have consistently high standards of conduct.**

We cherish our reputation, our data and corporate information, our behaviours, our knowledge and all our assets. **We deliver on our promises** and we try not to over-promise. **We are honest and transparent.**

GAIN's reputation is critical to our ability to achieve our ambitions. We work with diverse organisations that share our ambitions where this does not compromise our integrity. We are careful about the source of our funds and will not accept funds from those who engage in damaging practices. We value our independence and base our decisions on evidence. We will work and debate respectfully with those with different perspectives. Our influencing goal is to develop mutual and collective understanding of the food system.

In designing and delivering our projects and in how we conduct our work, it is essential that **we aim to respect the environment and planetary boundaries.**



We have zero tolerance for:

- any form of harassment, bullying or discrimination or exploitation
- any form of sexual misconduct
- sexual relations with those under the age of 18
- taking or possessing illegal drugs; or for being under the influence of alcohol
- bribery
- fraud
- corruption
- undisclosed conflicts of interest

We do not accept individual gifts or hospitality that compromise GAIN.

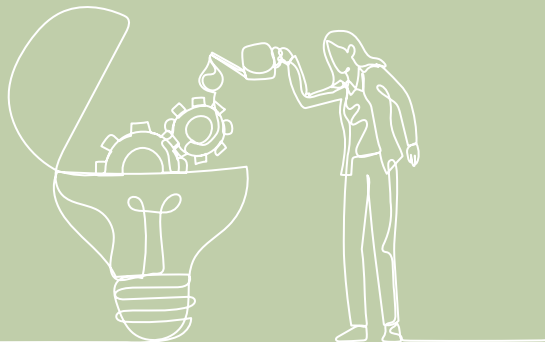
As a member of GAIN staff, I will:

- be accountable for my actions
- disclose any interests that might conflict with GAIN's
- seek permission before taking on any external work
- protect GAIN's reputation through my work and in my collaborations
- respect others and represent them accurately

INNOVATION

Only with **innovation** can we achieve impact at scale.

Continuous reflection on 'what works', learning from each other, our communities and partners, aligning and managing our resources enable us to deliver effective programmes. **We seek new solutions to problems. We embrace healthy risk-taking. We are willing to think and act "outside the box"**. We assess risks – and opportunities – with care. We do not travel when it is not safe to do so. We design and implement systems and processes that help us minimise our transaction costs, to manage our resources efficiently and avoid wasting money. We make procurement decisions wisely and aim to ensure value for money. **We are ambitious, open and curious.**



We do not:

- blame each other for our mistakes
- default to the easy option
- reveal confidential or commercial information

We aim to give our staff ready access to the information and tools that they need to do their jobs, wherever they work.

We invest in learning.

We are good stewards of our assets, of all kinds. We cherish our data and our intellectual property. We work hard to protect personal data.

We will search for greener operating systems and processes.

We develop globally recognised context-relevant tools and resources that can be used by others. We try to find transformative solutions that drive nature-positive change in the food system.

As a member of GAIN staff, I will:

- encourage and respect other's input
- reflect and learn from 'what works'
- take part in learning deemed essential to my role

HUMILITY

GAIN will work with **humility** to develop and deliver our programmes and to improve our organisation. Working with others, we seek to co-create solutions that have influence and impact and that can work at scale. **We aim to listen to and serve our stakeholders.** We seek to build local capacity. We recognise our limitations as well as our strengths. We challenge ourselves to deliver the best results. We aim to take decisions that are well-informed, values-based, objective and transparent. **We celebrate success but learn from our mistakes.**

We aim to influence policy-makers and partners, public, private, civil society, academia, funders and others so that, together, their actions help transform the food system to be more pro-poor and less environmentally damaging. We will take part in vigorous and respectful debate. We are confident and open minded, but not arrogant.

GAIN staff do not:

- lobby or have views for hire
- assume we have all the expertise

We hold ourselves accountable to our funders for the quality and effectiveness of the project and programmes they support.

As a member of GAIN staff, I will:

- invite feedback and be willing to ask for help
- focus on delivery, for the most vulnerable
- use “we” instead of “I” when we celebrate team and organisational performance



THE CODE IN PRACTICE

For GAIN, we will:

- ensure our values are at the heart of our recruitment and on-boarding for new staff
- develop training to support the Code to inform what we do, every day
- develop descriptors of behaviours that reflect our values and the expectations in this Code, and evaluate staff behaviour in our annual appraisals
- use local languages for colleagues to help understanding of the principles, processes and guidelines in this Code
- celebrate staff who live our values
- continue to support staff to 'speak up, speak out'
- ask staff regularly whether they understand the Code and how far they believe the Code is being upheld
- ensure all relevant policies are aligned with the Code
- regard a breach of the Code as a potential disciplinary matter

For partners, suppliers and service providers, we will

- work with them to develop understanding of our values and the implications of this Code
- require adherence to this Code or to their own equivalent Code or set of behaviours, as part of our sub-contracting
- ensure that donor funds are used for the specified purposes
- regard a breach of the relevant provisions of the Code as a potential breach of contract

For communities, we will

- develop accessible statements about our values and how community members can speak out if something goes wrong
- ensure safeguarding responsibilities are well understood and include accessible and effective routes to redress



HOW TO FOLLOW THIS CODE

This Code is for staff, interns, volunteers, consultants, partners and those taking part in a GAIN event. It requires individual and collective effort and responsibility to make it a living document informing all that GAIN does, all of the time.

GAIN managers have a special responsibility to uphold this Code and support their staff to do so.

This Code contains links to other GAIN's policies that address specific issues: staff should use those for detailed guidance.

If in doubt, members of staff should ask themselves:

- is my action legal?
- would I be acting with integrity?
- is it in line with this Code and with GAIN's policies?
- is it the right thing to do?
- will it adversely affect GAIN's reputation or our ability to achieve our mission?

As a member of GAIN staff, if you need help that is not provided in our policies, or are still unsure what to do after asking yourself those questions, seek out your manager, Country Director, HR or a member of the SMT.

IF YOU SEE OR EXPERIENCE SOMETHING WRONG

If you are concerned or see behaviour you think breaches this Code – whether you are a member of staff, intern or volunteer, are a partner, supplier, service provider or are a participant in a GAIN event or project – you can:

- speak to your line manager, Country Director, HR or a member of SMT (GAIN staff)
- contact our independent helpline, details can be found here or report online at <https://www.safecall.co.uk/en/file-a-report/>
- send an email to report@gainhealth.org



WHAT WILL HAPPEN IF YOU RAISE A CONCERN

Whether you are a member of staff, work for a partner organisation or are a member of a community we seek to serve, your concern will be taken seriously. We will investigate.

There will be no repercussions for speaking up in good faith about suspected misconduct. When you raise a concern, we will not permit any retaliation. Any form of retaliation is grounds for disciplinary action, up to and including dismissal in accordance with the applicable legislation. However, we do not tolerate malicious concerns.

We will use an external agency for any complaint involving safeguarding, or where the complaint involves a member of SMT or a Country Director. We may also use an external agency where the issue is sensitive and/or complex and/or the person making the complaint wishes to be anonymous.

A breach of the Code by a member of staff will be regarded as a disciplinary offence and will be treated accordingly. In extreme cases, the consequence will be dismissal.

We will also refer matters to local authorities where relevant.

Where the matter involves conduct by a partner, supplier or service provider, we reserve the right to terminate our relationship.



MONITORING COMPLIANCE WITH THIS CODE

We regularly ask staff about their understanding of and compliance with the Code in our staff surveys. We assess delivery of the values in our annual performance appraisal of each member of staff. We report annually to our Board on all formal complaints and the outcomes, to ensure accountability.

SIGNING THIS CODE

We require members of staff to sign this Code of Conduct and to uphold it at all times.

ASSOCIATED POLICIES

GAIN's contract of employment and Global Staff Handbook require staff to follow policies relevant to this Code. These give more operational detail, many are publicly available on our website, all are available on our SharePoint and set out the consequences of breaches of the code by staff.

Website Links



SIGN, COMMIT AND UPHOLD



In signing this Code of Conduct you agree to uphold it.

GAIN's contract of employment and Global Staff Handbook require staff to follow the various policies that are listed in this Code. Most of those policies set out the consequences of not doing so.

Breach of the Code will be regarded as a disciplinary offence and will be treated accordingly. In extreme cases the consequence will be dismissal.

If a criminal offence is suspected, GAIN will refer the matter to the relevant authorities.



I have read and will uphold the Code and all of the principles referenced here in place at GAIN.

Name and surname

Signature

Date and place





#BetterNutrition4All