

CODE OF ETHICS

GENERAL POLICY

CODE: ETI – PG CODE
OF ETHICS

DRAFTED:

REVIEWED:

APPROVED:

Our Mission

"Rooted in the global South, Fundación Avina works to drive collaborative processes that bring about systemic changes in favor of human dignity and care for the planet."

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INTRODUCTION

1. DOCUMENT TYPE

GENERAL POLICY

2. CONTEXT

We currently find ourselves in a world that allows us to connect and come together as a **global community**, in which we are all one species. We are equal and recognize our own diversity at the same time.

Fundación Avina exists as a global community in which we promote equality, equity, and diversity, and where we respect differences both within and without our ecosystem.

We ascribe the concept of **ethics of care**, which is the basis for our sustainability practices as well as our Code of Ethics detailed in this document. When we speak of care, we are talking about care for ourselves, for others, and for the planet where we live.

3. GOAL

The goal of our Code of Ethics is to express how we live out Fundación Avina's core values. It orients our attitudes, behaviors, and decision making and reveals how we conceive and define our institutional identity. It provides a model for how to conduct ourselves in our conversations and transactions with people, the environment, and communities. Furthermore, it provides guidelines for all those involved with Fundación Avina to self-regulate when it comes to ethics.

This document is not intended to be exhaustive in terms of what can or cannot be done, or which behaviors are permitted and which ones are not; instead, it is intended to serve as a frame of reference to orient the way in which we conduct ourselves.

4. SCOPE

This Code of Ethics addresses the behavior and interpersonal relationships of all Fundación Avina staff, interns, volunteers, and consultants, as well as individual partners, partner institutions and allies, investors, and co-investors.

We are ambassadors of Fundación Avina in each of the countries where we operate, and all of our actions represent the organization's interests as well as contribute to its image and reputation.

5. DEFINITIONS AND ABBREVIATIONS

Paradigm: Collection of concepts, beliefs, and values, in a given moment and context, that functions as a model for observing, understanding, and making meaning of reality and the world in its many manifestations (worldview). These beliefs orient our behaviors in the different settings where life takes us and guide our way of thinking, feeling, and behaving.

Harassment: Any behavior capable of causing offense or humiliating another person, whether through gestures or actions that disturb, alarm, abuse, devalue, intimidate, embarrass, or create an intimidating, hostile, or offensive work environment, which has a negative ripple effect.

Sexual harassment: Repeated verbal or physical behavior that is sexual in nature, undesired by the person to which it is directed, can be perceived as insinuation, intimidation, offense, or humiliation of another person, or that attempts to obtain sexual favors from a person in a subordinate position.

Verbal or physical violence: Any speech or behavior that causes physical or psychological harm or suffering to another person in the workplace or other work-related settings. This also includes threats.

Abuse of authority: Improper use of a position of influence, power, or authority to unduly impact the job duties and responsibilities, career trajectory, or conditions of employment of another person.

6. ETHICS OF CARE

"The drama that we are living out today is one of choice, and choice is the essence of ethics."
(Hernando Gómez Buendía)

We are a global community, united in our belief in the **Ethics of Care**, which orients our mission, principles, and values:

Our Mission:

"Rooted in the global South, Fundación Avina works to drive collaborative processes that bring about systemic changes in favor of human dignity and care for the planet."

Our Vision:

"A just, democratic, sustainable, and flourishing world that draws inspiration from its diversity."

The **ethics of care is a paradigm that allows us to recognize that we are all one species, forming a global community where we are all equal, despite our individual differences.** It requires that we leave behind the competition-based paradigms of success, power, and wealth accumulation in order to ascribe to the cooperation-based paradigm of the ethics of care for the whole human race. This paradigm gives us a positive vantage point, because it offers us the chance to take action.

*"The purpose of the ethics of care is two-fold: to avoid future harm and to repair past harms."
(Leonardo Boff)*

It is only through the ethics of care that we can achieve sustainable changes, as it requires us to base our decisions and actions on the following values:

- **Care for:**

- ✓ Oneself, including one's body, emotions, spirit, and intellect, in order to be autonomous and free.
- ✓ Others, including relationships with people near and far.

- ✓ Strangers and those we do not know personally, by taking care of institutions and public goods that generate equity.
- ✓ Our shared home, by stewarding the ecosystem goods of the planet that makes life possible (the biosphere).
- **Win-win transactions:** prioritizing just and equitable transactions.
- **Mutualism:** creating the conditions for all people to have a seat at the table and interact, recognizing that all parties can meet their basic needs without harming one another.
- **Dialogue:** knowing how to talk openly, listen, and respect silences, recognizing that language is a key component of what makes us human.
- **Respect:** recognizing each one of us as legitimate and equal.
- **Hospitality:** welcoming migrants and people in crisis.

It is from the point of view of care that we understand and reflect on our principles.

Our Principles:

- The **full realization** of each human being, in harmony and responsible relationship with Mother Earth, contributing accordingly to the individual, social, and environmental dimensions of sustainable development.
- The **creation of wealth** as a strategy for actively living in peace. Wealth is understood as the collection of goods, services, environments, values, relationships, and transactions that make it possible for people to live with dignity within a diverse society or community, while taking care of and protecting the planet's ecosystem goods.
- **Human dignity**, as expressed in the exercise of democracy, respect for human rights, equal opportunity, equality, gender equity, diversity, freedom with responsibility, honesty, and solidarity
- **Humility** should guide us to celebrate the contributions of others to the collective process of building a better world for all.
- Continual **innovation** to boost the effectiveness, efficiency, and productivity of our work.

7. OUR CORE VALUES

7.1. RESPECT

We understand respect to mean the acceptance and recognition of another person as legitimate, in other words, as someone who has rights, expectations, dreams, and varied interests that are just as legitimate as our own. Respect is a way of recognizing ourselves in all people, as equals and with rights and responsibilities.

The basis for respect lies in **horizontal relationships** and a **democratic structure** in which all people can offer their points of view and disagreements, and action can be undertaken without giving rise to hierarchies.

Respect is inextricably linked to the protection of **human rights** and gender equality. We also understand this concept to mean respect for people in vulnerable situations; respect for privacy and personal space, both physical and psychological; and respect for society, the planet, cultural diversity, the environment, and all people.

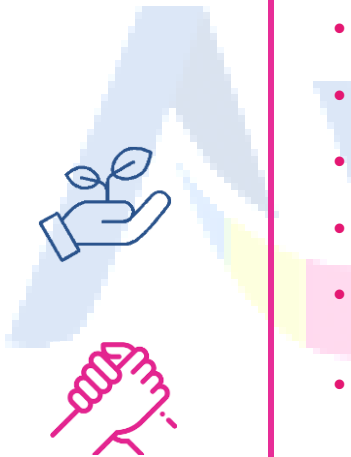
With respect at the core of all our relationships, we can build trust, freedom, equity, accountability, and awareness.

We show respect for:

- **staff**
- **diversity, gender equity, and equal opportunity**
- **care and protection for people in vulnerable situations**
- **care for the planet, the environment, and communities**
- **society and government**

Actionable behaviors include:

- Creating an open channel of communication between the executive team and the entire organization, allowing each person to have direct access, as needed, to express their concerns and suggestions for improvement.
- Promoting, both within and without the organization, leadership with a real positive impact on gender equality, diversity, and collaborative processes, bringing us closer in line with our mission and vision.
- Facilitating an environment of professional development and growth.



- Incorporating our focus on gender equality in a holistic, intersectional manner across all of our initiatives, programs, and activities.
- Promoting gender equity and equality in our Human Resources policies and practices, including access to job opportunities; the composition of work teams; the assigning of positions, duties, and responsibilities; training; professional development; and compensation.
- Creating inclusive spaces for *collaboration*.
- Standing up against any form of prejudice, inequality, discrimination, or violence, whether it be physical, verbal, psychological, or sexual, including any type of retaliation against whistleblowers.
- Promoting diversity in terms of gender, age, educational background, national origin, ethnicity, race, differences in ability, sexual orientation, religion, and other personal characteristics in all settings related to our work and regardless of positions, roles, and responsibilities.
- Implementing policies that demonstrate respect and protection of the rights of people in vulnerable situations.
- Encouraging the protection of children and women as vulnerable groups and promoting their empowerment.
- Boosting the hiring of women, Afro-descendant people, people of indigenous origin, people with disabilities, and people with diverse gender identities and expressions.
- Identifying, reporting, and addressing any action or behavior that goes against the care for people and staff.
- Creating channels of communication for people to report any behavior that goes against the respect and care for people or that is a form of retaliation.
- Respecting and caring for the environment by making commitments to vulnerable communities and the conservation of their ecological surroundings.
- Establishing behaviors to reduce consumption (supporting conscious consumption), reuse, and recycling.
- Respecting the local social and cultural codes of the places where Fundación Avina operates.
- Complying with laws and regulations regarding the human rights of: indigenous peoples, children and adolescents, women, migrants, and any group considered to be vulnerable to human rights violations.
- Respecting and taking care of public institutions and goods as the foundation for achieving more equitable societies.
- Respecting our partner institutions and allies and promoting collaborative processes.

7.2. HONESTY

We understand honesty to mean the potential to build **trust** with others through the truthfulness of our communication and the authenticity of our actions.

We believe that interpersonal relationships should be grounded in honesty, transparency, and integrity. We understand honesty to mean sincerely expressing oneself without ulterior motives and the congruency between what we think, say, and do, even if it places our personal interests at risk.

We also understand honesty within our organization to mean transparency and access to information that allows us to maintain open, clear, timely, and efficient communication, characterized by courtesy and empathy.

Actionable behaviors include:



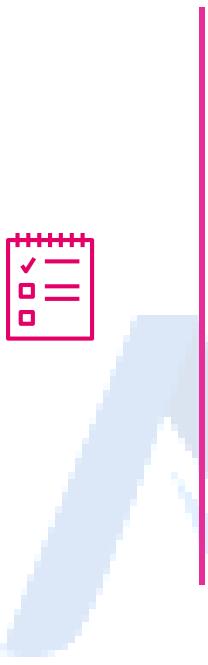
- Valuing sincerity, even when it places personal interests at risk.
- Maintaining an open, transparent, efficient, frank, clear, and timely dialogue with every level of the organization, including managers and administrative teams.
- Always demonstrating congruency between what we think, say, and do.
- Ensuring transparency in our work and committing only to that which we can realistically carry out, both on a personal and institutional level.
- Providing any relevant information that impacts staff or their job duties and responsibilities.

7.3. ACCOUNTABILITY

We understand accountability to mean the ability to carry out one's commitments in different settings. It requires us to take responsibility for our behaviors, the decisions we are charged with making, and our agreements with partners, allies, and investors so that they can have a positive and sustainable impact on people and the environment.

Accountability is a form of social responsibility, carrying out commitments, being prepared to **give account** to those who hold a stake in our work, and abiding by our organization's policies and procedures.

Actionable behaviors include:

- 
- Carrying out the specific duties, responsibilities, and commitments of our position or role, and contributing to the fulfillment of Fundación Avina's mission.
 - Accepting the consequences of our actions and decisions.
 - Actively participating in collective and collaborative spaces.
 - Ensuring that all staff understand and apply Fundación Avina's policies.
 - Respecting institutional policies and procedures with respect to third parties, including but not limited to partnerships, alliances, grants, contracts, and agreements.
 - Honoring accountability through ongoing transparency, providing clear information that is available to the public and decision makers. -
 - Punctually and thoroughly carry out the commitments we take on through our actions, decisions, and the specific obligations of our position, both internally as well as externally in our agreements with partners, allies, and investors.

7.4. SOLIDARITY

At Fundación Avina, we understand solidarity to mean the ability to pitch in and support other people who find themselves in need or in a vulnerable situation. We pursue solidarity because we are empathetic; we value other people and put ourselves in the other person's shoes to try to understand their needs.

We understand that solidarity is rooted in compassion for others, which drives us to care for people and the environment.

We work through Collaborative Change Processes, which is to say that we take a principled approach to our work that brings together diverse stakeholders, promotes unifying agendas, and pursues transformation through ethical innovation; at Fundación Avina, we call this **CollaborAction**.

*"It takes many hands to create the kind of systemic change that advances sustainability."
(CollaborAction)*

The **ethics of care** is based on mutual help. We pursue solidarity when we share our personal knowledge and consider intelligence to be a mutual good, or *"Mutual Intelligence"* (Bernardo Toro). From

an ethics of care perspective, we no longer consider intelligence and our knowledge to be personal or private property; instead we move toward the **"dialogue of knowledge."** We pursue solidarity not only when we share and transmit our knowledge, but also when we listen empathetically and learn from those who are different than us, when we ask questions to seek to understand another point of view. At the same time, we respect the equal standing of the intellectual knowledge of other people and cultures and establish collaboration networks.

"To pursue solidarity is to develop the ability to seek help in our attempts to solve a problem (recognizing our weaknesses and requesting care)." (Bernardo Toro)

We believe it is possible to change the world in which we live for the better, which is why we pursue solidarity and mobilize ourselves to confront injustice, inequality, and anywhere there is a lack of care.

Actionable behaviors include:



- Promoting a transparent, intercultural dialogue of knowledge with our partners, allies, investors, and co-investors, based on trust and geared toward fostering collaboration and horizontal relationships.
- Encouraging the open exchange of knowledge for all staff at all levels and in every area of our organization.
- Showing our solidarity and support for the needs and causes of others, and committing our interest in these initiatives.
- Promoting actions that help create the conditions where underserved people can satisfy their basic needs and live with greater dignity.
- Asking for and offering help, in order to foster collaborative and mutual learning.
- Sharing our knowledge as a way to show our solidarity for people, along with listening and learning from other people and cultures in an open space for dialogue where all parties are in equal standing, which promotes mutual intelligence.
- Rooted in the ethics of care, prioritizing just and equitable transactions that create value for all those involved, also known as win-win transactions.

7.5. FRUGALITY

We understand frugality to mean the ability to use available resources in a thoughtful, prudent, and efficient manner in order to avoid waste, as we believe that anything that affects nature has repercussions on the life of people.

We understand the application of frugality and prudence as a way of caring for the planet and its natural resources. We seek to achieve a balance between the ideal scenario and what is actually feasible when we plan our work.

We consider frugality and prudence to be favorable for sustainability.



Actionable behaviors include:



- Using our organization's financial resources in a thoughtful, prudent, and efficient manner and respecting internal policies and procedures.
- Avoiding waste and using resources in a way that ensures sustainable development.
- Reducing, to the greatest extent possible, our consumption of electricity, gas heating, water, and nonrenewable resources.
- Make purchases only when necessary.
- Being humble in our interpersonal relationships and respecting different perspectives and lifestyles.
- Prioritizing the ability to come to an agreement in pursuit of the greater good.
- Valuing and recognizing the contributions of others in collaborative and collective processes.

8. OTHER ETHICAL CONCERNS

8.1. ADHERENCE TO THE LAW

The laws in force in each of the countries where we operate are the baseline frame of reference for our work. It is our responsibility to familiarize ourselves with and respect these laws. There are behaviors that are both unacceptable under the Code of Ethics described here as well as prohibited by applicable laws. We must understand and comply with applicable laws in our purview (labor laws, tax codes, regulation of charitable organizations, etc.).

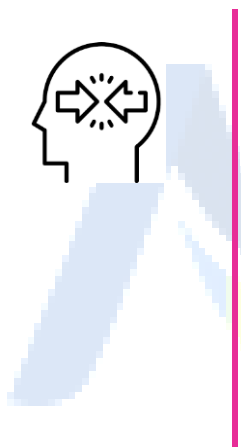


- We must familiarize ourselves with and adhere to the laws in force in each of the countries where Fundación Avina operates, especially those related to our responsibilities as an organization.
- We must take special care so that our relationships and agreements abide by the law.
- We must report, stand up to, and denounce any unlawful behavior.

8.2. PREVENTION OF CONFLICTS OF INTEREST

We may find ourselves in the midst of a conflict of interest when our primary interest and actions are unduly influenced by another interest, whether it be financial, political, or personal, to the extent that it interferes in the impartial, objective fulfillment of our professional and institutional responsibility (see ETI - PP Prevention and Management of Conflicts of Interest).

Actionable behaviors include:



- Identifying the interests of Fundación Avina and prioritizing them over our own interests.
- Looking out for the organization's interests at all times and in every circumstance.
- Reporting any investment that we make in an organization linked to Fundación Avina.
- Reporting any person or institution that approaches Fundación Avina with a personal or strategic interest.
- Ensuring the selection and awarding of contracts to suppliers of goods and services by applying strict legal, technical, quality, cost, and other guidelines.
- Sharing and reporting any situation that may give rise to a potential conflict of interest, whether involving oneself or a colleague.

8.3. EFFICIENT TIME MANAGEMENT

We seek to efficiently manage our work time, given that our time is an extremely valuable asset paid for by investors and co-investors.

Fundación Avina offers flexible work modalities, including remote, in-office, or hybrid (see PP Administration of Compensation and Benefits), so that every staff member can prioritize efficiency and fulfill all their responsibilities that fall within the organization's action framework.

At Fundación Avina, we aim to foster a work environment where the work we do for the organization is compatible with other activities that we might carry out in external settings, as long as we clearly differentiate between when we are acting as representatives of Fundación Avina and when we are acting independently. We aim to be transparent in our dealings, which is why we identify, communicate about, and agree on potential actions to take when these activities are incompatible, aiming to encourage all staff to contribute to social transformation.

Actionable behaviors include:



- Optimizing the use of our time and assuming responsibility for self-management as an exercise of individual decision making in dialogue with one's team; in other words, knowing how to say no when it is the responsible thing to do.
- Respecting the time of all the people with whom we interact means thinking ahead and planning responsibly to avoid double-booking and wasting our colleagues' time.
- Making decisions and taking responsibility for one's position; valuing others' input and participation without putting an undue burden on our colleagues.
- Respecting one's work modality and clearly notifying our team when we are using time off or have obtained special permission or agreements.
- Encouraging compatibility between the work that staff does for the organization with other activities that they might carry out in external settings.
- Clearly differentiating between when we are acting as representatives of Fundación Avina, such as when we are invited to events as speakers, advisers, guests, etc., and when we are acting as independent professionals.
- Informing the Ethics Committee and any pertinent divisions of the organizations about any activity that could potentially be incompatible with our role or give rise to a conflict of interest, in order to determine the best practices to follow.

8.4. DATA PRIVACY

We understand data privacy to mean the safeguarding of confidential information about Fundación Avina's people and programs, which is why we respect data security rules (see TIP - PP Data Privacy). We understand that personal data is also subject to legal protections, which is why we comply with all applicable laws.

Actionable behaviors include:



- Safeguarding the personal information of Avina staff as well as those employed by organizations that are partners, allies, investors, and co-investors, whether their relationship with Avina is direct or indirect.
- Protecting internal information concerning programs, allies, donors, projects, agreements with government agencies, etc.

- Respecting current data privacy policies and confidentiality agreements.

8.5. SAFEGUARDING OF FUNDS

At Fundación Avina we are committed to appropriately stewarding financial resources, which is why we are extremely careful in managing our funds as well as those of our partner organizations. We manage financial resources in a legal, transparent, dutiful, and responsible manner.

Actionable behaviors include:



- Adequately safeguarding the funds in our care.
- Appropriately administering invested funds to generate gains and avoid depreciation.
- Incurring spending only when it is necessary and strategic, and at the lowest possible cost for Fundación Avina.
- Ensuring transparency in the management of funds.
- Avoiding the receipt of money or donations from anonymous or dubious sources.
- Familiarizing ourselves with and abiding by laws and regulations concerning fund management and capital gains.

8.6. PERSONAL SAFETY

At Fundación Avina, our highest priority is the safety of people, avoiding unnecessary risks as they carry out their work and looking out for their safety, health, and wellbeing.

Actionable behaviors include:



- Protecting the healthy and safety of all people as they carry out their work, whether their relationship with Fundación Avina is direct or indirect.
- Familiarizing ourselves with and implementing applicable safety measures in the countries and settings where we operate.
- Offering protection, care, and security measures to prevent risks. Identifying the need to suspend certain activities, or in extreme cases, establish safeguards for activists and defenders of the causes related to our agendas.
- Reporting risks that staff or partner teams may run and taking appropriate measures to mitigate them.

8.7. STEWARDSHIP OF ASSETS (MATERIAL AND NONMATERIAL)

Material assets are the work-related tools and instruments that allow us to carry out our responsibilities; we take care of them and it is our duty to use them appropriately, whether they are buildings and facilities, work-issued equipment, credit cards, or communication technology resources.

At Fundación Avina we also generate valuable nonmaterial assets that we must protect in order to avoid unauthorized or improper use of our intellectual property. These assets may include registered trademarks, copyrights, designs, patents, know how, photos, website designs, logos, videos, publications, processes, etc.

Actionable behaviors include:



- Taking care of material assets, work-related tools and instruments, and communication technology resources, as well as using them appropriately.
- Respecting our intellectual property rights and those of partner organizations and allies.
- Ensuring that credits are thorough, clear, accurate, and transparent, including author names and partner logos or credits, in communications related to our knowledge products, results, and operations.

- Making information available to audits, legal proceedings, or at the request of investors, co-investors, and authorities.
- Ensuring proper recordkeeping.

8.8. IMAGE AND REPUTATION

When we act as staff and representatives of Fundación Avina, we take care in our communications, publications, posts, and comments, keeping in mind that we influence the public perception of Fundación Avina through the way we express ourselves.

Actionable behaviors include:



- Representing Fundación Avina and looking out for the organization's interests.
- Minding Fundación Avina's image and integrity when we interact with different audiences.
- Offering opinions in a responsible manner, always striving to transmit our institutional values.
- Admitting, reflecting on, and learning from our mistakes.
- Building collaborative spaces with people, governments, and institutions that share Avina's principles and values.
- Identifying and addressing situations that could damage Avina's image and reputation.
- Entering into alliances with institutions that share Fundación Avina's principles and values.

9. HOW SHOULD WE CONDUCT OURSELVES?

This Code of Ethics lays out the values, principles, and guidelines that should characterize the conduct of all people in direct or indirect relationship with Fundación Avina, in order to prevent and manage any behaviors that might hinder the proper carrying out of our responsibilities.

This general framework helps us to identify when our own behavior or that of another person falls outside these guidelines or should give us pause.

Fundación Avina encourages us to speak up and get involved if we are unsure about how to deal with a situation, witness an action that is counter to this Code of Ethics, are worried about a certain behavior, or suspect illegal activity.

How should we proceed in a situation that is counter to this Code of Ethics?

Identify the situation in which we or third parties (whether their relationship with Avina is direct or indirect) might possibly be involved.

Reflect on:

- Which ethical principles and personal values are in question or are not being respected.
- Our institutional role and responsibilities in the situation.
- The impact of the situation on the people and organizations involved and on Fundación Avina's mission.
- Our own behavior or that of third parties as it concerns Fundación Avina, asking ourselves the following questions:

Is my behavior (or that of the colleague involved) legal, honest, and a reflection of Fundación Avina's principles and values?

Are there personal interests or values at play in this situation?

What impact do my actions have on staff, partnerships, alliances, and Fundación Avina in general?

How would the people around me, coworkers, families, and allies feel about my actions?

What behavior would I expect of others if they were in the same situation?

Share the situation with senior staff or colleagues so that they can help us determine best practices. It is our obligation to pay attention to anything that gives us pause, bringing them to the attention of colleagues so that they can help us address them, while also safeguarding the confidentiality and safety of the people involved.

The organization encourages each team to be self-regulating and to internally resolve any ethical concerns that might arise, if feasible and appropriate within the organization's structure.

Address the issue taking the first course of action in collaboration with supervisors, the person who has identified the situation, and any other people it makes sense to involve. In the event that we are witnesses to behavior that is counter to our ethics, we should talk to the person involved and help them address the issue.

Address the issue taking the second course of action by reporting it. In the event that it is not feasible to address an issue through the first course of action, depending on the nature of the issue you may report it to the Ethics, Gender, and Risk Committees (see DH - PP Prevention and Addressing of Complaints), managers, or executives.

Fundación Avina has a process for submitting complaints (see ETI - PR Prevention and Addressing of Complaints) through our website www.avina.net so that people can report any behavior that is counter to this Code of Ethics.

Fundación Avina also has Ethics, Gender, and Risk Committees (see EST – Fundación Avina's Organizational Architecture: Committees) tasked with proposing actions to prevent unethical, discriminatory, and abusive behavior and dealing with them should they come up.

While we do not expect proof of these behaviors, it is important that claims have a basis and are reported in good faith.

10. ROLES AND RESPONSIBILITIES

Executives and managers:

- Ensure that everyone on our team understands the Code of Ethics.
- Show our commitment to this code by modeling ethical behavior.
- Guide our team should they have doubts about a situation.

Staff, interns, volunteers, and consultants:

- Familiar ourselves with the Code of Ethics.
- Show our commitment to this code by displaying ethical behavior.
- Identify and report any behavior that is counter to this code.

- Consult supervisors and/or the Ethics Committee to seek guidance if we have doubts about a situation or if it requires special attention.

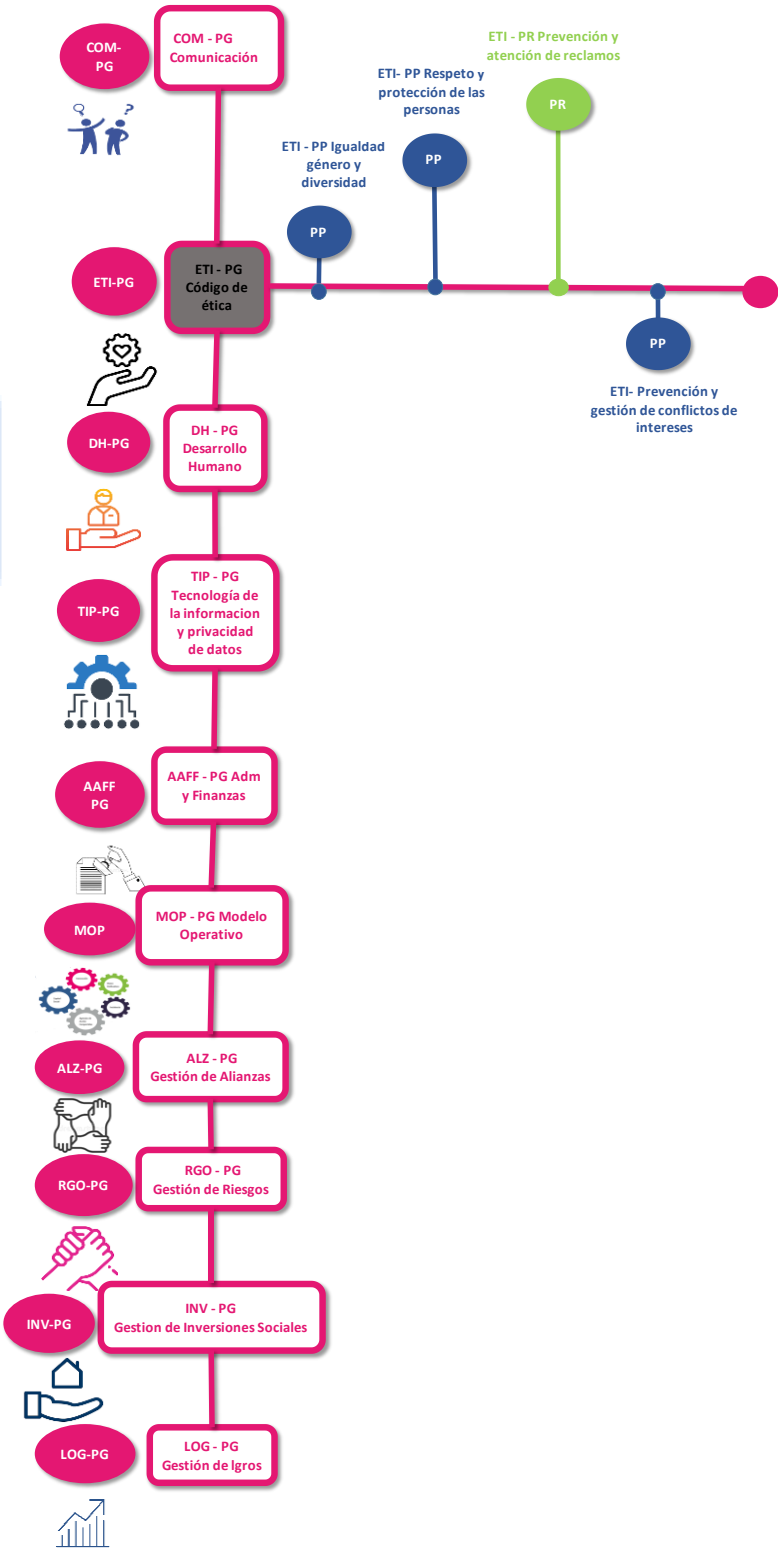
Ethics Committee:

- Define and propose actions and programs with the goal of raising awareness about issues and practices concerning the organization's ethics and values, as well as to prevent any unethical behavior.
- Engage in ongoing dialogue with every division of the organization in order to maintain the Code of Ethics and foster the Ethics of Care as a living concept that inspires our work and strengthens our institutional identity.
- Encourage the prevention and addressing of unethical, discriminatory, and abusive behavior through specific policies and practices.
- Assess situations determined to be counter to the Code of Ethics and determine actions to be taken to prevent or repair harm.
- Advise and support staff involved in such situations.

Partners, allies, investors, and co-investors:

- Familiarize ourselves with this Code of Ethics and display ethical behavior.

11. RELATED DOCUMENTS



12. VISUAL SUMMARY

