

Skat Consulting Code of Conduct

1

Introduction

Skat Consulting is an owner-operated leading Swiss company specialising in international cooperation. We are dedicated to making available basic services and ensuring dignified living conditions and a healthy environment for all. We support governments, the private sector and civil society around the globe in improving people's lives by facilitating lasting solutions in water, building, energy and governance.

This Code of Conduct defines the basic ethical principles, attitude and behaviour which are binding for all employees of Skat Consulting Ltd., hereinafter named Skat Consulting. It is based on the Mission Statement and reflects the foundational values of our organisation:

- Improving people's lives is our passion.
- Integrity matters: we are honest, transparent and humble.
- We are curious and open-minded pioneers.
- We treasure our Swiss work ethics: we offer high quality services and are a reliable, professional partner.
- We know our clients well and maintain partnerships based on trust and respect.
- We deliver pragmatic, tailor-made solutions that lead to measurable results and impact.
- We go the extra mile for our clients by being flexible and responsive.
- We continuously learn and share our knowledge.



2

Scope and application

The Code of Conduct is binding for all employees worldwide in any contractual relationship with Skat Consulting. The Term "employee" in this document will refer to employees of Skat Consulting and its subsidiaries, members of the Board of Directors, volunteers, consultants and all individuals at all times during their assignment with Skat Consulting and its subsidiaries.

It is expected that the Code of Conduct is adhered to outside the workplace and worktime as well.

The Code of Conduct also outlines the attitude and behaviour expected from Skat Consulting's contractual partners (providers of goods and services, consultants, contractors, subcontractors etc.) in Switzerland and abroad.

The Code of Conduct is an integral part of our contracts with all our partners and subcontractors in Switzerland and abroad and is valid whether signed or not.

The Rules and Codes of Conduct set out by our clients become binding for employees and contractual partners of Skat Consulting within the field of activity covered by the respective contract. This however will not replace this Code of Conduct. In case of discrepancies, the stricter rules apply.¹

Skat Consulting is a limited company registered in Switzerland and subject to the Swiss Law.

¹ Skat Consulting's "Code of the Conduct" is in part based on the Code of Conduct for Contractual Partners of the Swiss Federal Department of Foreign Affairs.

3

Values and interests

Values and interests of Skat Consulting

We fully support the success of Skat Consulting's activities, and the effective implementation of the policies and strategies adopted by Skat Consulting. We regularly reflect upon our behaviour and ensure that we act in conformity with the values of Skat Consulting.

Interests and requirements of our clients and contract partners

We safeguard the interests and requirements of our clients and contractual partners.



4

Conduct abroad and towards the population and colleagues

Conduct abroad and compliance with laws

We respect Swiss and foreign laws and customs. We comply with laws and regulations on an international and national level as well as with internal directives. Each employee is personally accountable for legal compliance.

Conduct towards the population and colleagues

We demonstrate respect in our relations with others. We reject any form of disrespectful social contact and abstain from any activity that could be interpreted as disparaging, degrading or threatening. We respect the privacy and personal perspectives of our partners, acquaintances and colleagues, and pay attention to local norms and customs.

We have respectful, fair and equitable relations with all persons irrespective of their age, origin, language, religion, culture, social position, physical ability or sexual orientation. We are aware of our privileged and often powerful status and refrain from abusing any hierarchical or social position in any way.

Conduct in case of sexual exploitation, abuse and harassment

Skat Consulting has a zero-tolerance policy towards sexual exploitation, sexual abuse and sexual harassment and has taken active measures to prevent it. Employees of Skat Consulting immediately address or report such issues when experienced or observed according to the reporting process defined in section 9.

Public appearance

We are aware that our statements in public, even as private individuals, are subject to public interest and may elicit undesired consequences.

5

Resources, assets and confidentiality

Assets

We make use of the resources and assets of Skat Consulting and its clients according to contractual agreements and ensure that the financial resources entrusted to us are employed in a legal, economic and efficient manner in the pursuit of the agreed objectives. We use the resources entrusted to us solely for professional purposes; any private use of company resources is subject to a formal agreement.

Conflicts of interest and duty of disclosure

We fulfil our professional obligations and avoid any conflict between our personal interests and those of Skat Consulting, its contractual partners and clients.

If a conflict or an apparent conflict of interests exists, employees must immediately inform the management of Skat Consulting.

Communication and use of non-public information

We aim to strengthen trust and promote mutual understanding. Communications at Skat Consulting are open and transparent and provide the basis for constructive collaboration. Nevertheless, we do not use non-public information that has been acquired within the context of our work with Skat Consulting and/ or our clients for our own direct or indirect personal advantage, nor do we use it to give an advantage to third parties.

Gifts and hospitality

We exchange only reasonable gifts and hospitality with customers, suppliers, and other third parties and only for legitimate business purposes. While giving and receiving business gifts and hospitality can build good working relationships and goodwill with customers and suppliers, it also can create a conflict of interest and an appearance of impropriety.

All team members must:

- Never exchange cash or equivalents such as gift cards
- Gifts or entertainment may be given only where appropriate and where there is no risk of creating the perception of influencing the recipient in his/her decision.
- Gifts must be of minimal value and entertainment must not go beyond what is reasonable. Lavish or inappropriate gifts or entertainment are strictly prohibited.
- Offers of entertainment may only be accepted if they arise out of the normal course of business, cannot be seen as lavish and take place in settings that are appropriate.
- If in doubt about the appropriateness of accepting an unsolicited gift or entertainment, you must consult your Line Manager or ask the compliance manager of Skat Consulting compliance@skat.ch



6

Employees

Equal rights and fair treatment

We operate worldwide and appreciate cultural diversity. We respect the rights and dignity of all employees and are committed to creating a work atmosphere that is characterised by mutual trust, respect, and is free from harassment, particularly concerning race, age, gender, nationality and religion. We recruit, employ and promote employees on the sole consideration of their qualifications and abilities needed for their performance.

Child labour

We are against any form of exploitation of children and do not provide employment to children below the minimum age agreed in the international standards.

Forced labour

We reject forced labour of any kind and respect the principle of freely chosen employment.

Data privacy and confidentiality

Personal and company data are treated with care. Personal information about employees is only gathered and retained if required for effective business purposes or to comply with legal regulations.

7

Health, safety, security and environmental protection

Health, Safety and Security

We aim at constantly improving the health, safety and security of our employees worldwide.

The employees of Skat Consulting abstain from any actions that may place them and/or others in a dangerous situation or that may compromise their wellbeing as well as their relationship with Skat Consulting and their contractual partners.

Environmental stewardship

We conduct our operations according to recognized international environmental standards, by taking into consideration the efficient use of resources and materials, the minimization of adverse environmental impact and the responsible disposal of residual waste. As part of our commitment to sustainable development, we proactively develop and apply new, environmentally friendly technologies and processes.



8

Assets and financial integrity

Assets

We treat the property of Skat Consulting and the properties entrusted to us by third parties with care and protect it against loss, damage, misappropriation and destruction. This obligation covers both tangible and intangible assets. We all take appropriate action to avoid and minimize risks.

Financial integrity

Our reporting provides the basis for our management to take decisions and to fulfil our obligations toward different stakeholders. The data that we create, whether financial or of any other nature, must provide an accurate picture of our activities and be in line with the applicable accounting standards.

We have a zero tolerance for fraudulent activities of any kind and embezzlement. Such activities lead to the immediate termination of employment and have legal consequences in any case.



9

Implementation, reporting and monitoring

Responsibility for compliance

Staff are responsible for ensuring that they comply with the Code of Conduct. The Management Team of Skat Consulting is responsible for the continuous training of staff so that they are aware of and capable of doing so. It is part of the line manager's responsibility to set an example with regard to the Code of Conduct and enforce it among his or her team.

Violation of the Code of Conduct

Anything that may infringe the rules set out in the Code of Conduct must be reported to the superior or to the compliance manager (a member of the Management Team):

**Contact of the compliance manager: compliance@skat.ch or
+ 41 79 753 07 17.**

In case reporting to other levels is not appropriate, the ombudsperson (a member of the Board of Directors) can be contacted at ombudsperson@skat.ch.

Employees who report violations of the Code of Conduct will never be subjected to sanctions, discrimination and/or retaliation by Skat Consulting, its employees or members of the Board of Directors.

The compliance manager or the ombudsperson will treat the identity of employees and others who disclose the known or presumed violations as confidential and only disclose such information as necessary to the investigation body. If Skat Consulting is obliged to disclose the name of the reporting employee to a court or investigator, confidentiality may not be upheld.

Anonymous reports are permitted.

Protection from false complaint

A false accusation or misleading information might be subject to disciplinary action of appropriate degree. Please contact the compliance manager or the ombudsperson in case of uncertainty.

Entry into force

The Code of Conduct has been approved by the Board of Directors on January 23, 2023 and comes into operations on February 10, 2023.

Skat Consulting Ltd.

Pestalozzistrasse 2
CH-9000 St. Gallen
Switzerland

+41 71 228 54 54
info@skat.ch
www.skat.ch

Code of Conduct

© Skat Consulting Ltd., 2025

Photos:

Page 2: gehringj, iStock

Page 4: Skat Consulting Kosovo

Page 7: krakenimages, Unsplash

Page 9: AndreyPopov, iStock

Page 10: Cytonn Photography, Unsplash