

Integrity Policy and Code of Conduct

This Policy and Code of Conduct is developed for all of Tana's staff and sub-consultants and will encompass all our operations.

The Code is monitored by Tana's management and any concern or suspicion of violation of the Code should be reported to them.

The overall principles in the Code are based on the UN Global Compact (UNGC) and the Association of Danish Management Consulting Firms (ADMCF). The Code is also aligned with Tana's Business Integrity Management System (BIMS) and meets the recommendations of OECD.

Permanent staff are trained in the Code, and partners are made aware of the code, which is included as part of their contract.

General principles

Whoever we may deal with, and wherever we may operate, we are committed to doing so lawfully, ethically and with integrity. We acknowledge the principles in the UNGC, which are reflected below.

Human Rights

We support and respect the protection of human rights, and in our work, we will pay special attention to the rights of vulnerable groups, including women, children, indigenous peoples and migrants. We commit to not being knowingly complicit to any abuse of human rights in our work and will take appropriate steps to ensure that this is the case.

Labour conditions

We commit to upholding a safe and healthy working environment for our staff and partners. We will not permit any form of forced and/or child labour in relation to our work, and we will avoid any discriminatory practices in our recruitment processes. We will promote respect for diversity and ensure a harassment-free work environment. We will not tolerate any workplace violence, intimidation, abuse of power, or bullying.

Environment

We will promote environmental responsibility in our work, when relevant, and consider our environmental footprint when travelling in connection with our work. This implies that we will aim at taking the most direct route and avoid unnecessary travel activities.

Anti-Corruption

As part of our commitment, all forms of bribery and corruption are unacceptable and will not be tolerated. We must not, and we must ensure that any third party acting on our behalf does not, act corruptly in our dealings with any other person in relation to our services.

We will not in our services, nor in the procurement process, accept or offer any payment, consideration or benefit of any kind, which constitutes fraud, illegal or corrupt practices, neither directly or indirectly as an inducement or reward in relation to tendering, award or execution of contracts.

We will inform our counterparts of any potential conflict of interest, and we will not offer any gifts, meals or entertainment of an excessive value to clients or partners.

Code of Professional Conduct

As a fully -fledged member of the Association of Danish Management Consulting Firms (ADMCF) we abide by ADMCF's "Code of Professional Conduct".

The following principles are applicable for the members who ascribe to the Code of Professional Conduct. We:

- Only accept assignments that we have the skills and knowledge to perform.
- Will carry out the assignment effectively.
- Will draw up a written agreement for any assignment and ensure current evaluation with the client of their mutual expectations.
- Will work loyally in all dealings with the client.
- Will maintain a professional and proper approach towards the client's potential or current employees and customers.
- Will treat client information as confidential.

Tana's Business Integrity Management System (BIMS)

BIMS is implemented in Tana Copenhagen through the following management principles:

The management of Tana Copenhagen signs all contracts with clients after having secured that the contracts are in accordance with legal, integrity and code of conduct requirements.

For each assignment a project manager is appointed, who is responsible for ensuring that the assignment is carried out in accordance with the values and code of conduct of Tana Copenhagen.

All contracts with sub-contractors must include a paragraph which reads as follows: *"The sub-consultant is obliged to act in accordance with Tana Copenhagen's Integrity Policy and Code of Conduct. Thus, no offer, payment, consideration, or benefit of any kind, which constitutes illegal or corrupt practices, shall be made, either directly or indirectly, as an inducement or reward in relation to the tendering, the award of contract, or the execution of the contract. Within the framework of the agreement Tana Copenhagen reserves the right to audit relevant business procedures including financial transactions and related documents. Tana Copenhagen has the right to terminate this agreement with immediate effect if the sub-consultant violates the said policy"*.

All outputs of assignments are quality assured by the project manager and all major final outputs are in addition quality assured by the management (Director, Senior Consultant and/or Business Manager) of Tana Copenhagen or by an independent Quality Assurance manager appointed by the management.

All permanent staff are trained in Tana Copenhagen's BIMS and all subcontractors and other short-term



consultants working for Tana Copenhagen are informed in writing about the BIMS.

This code of conduct and the BIMS can be found on our website: www.tanacopenhagen.com