

Conflict Management Policy

1.1 Conflict Resolution

Whenever a dispute arises among the CSR staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director immediately.

1. 2 Staff Behaviour

CSR expects its employees to adopt attitudes and behaviour that maintain the good image of the organization. CSR employees shall display an exemplary level of professionalism and integrity.

Furthermore, besides the usual rules every good employee needs to follow (respect, courtesy, punctuality), there are particular procedures of conduct for members of the organization which must be observed.

(1) Political Activities

Since CSR is a non-political organization, employees shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

(2) Discrimination and Harassment

Under the principles established by CSR, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favouritism at work.

(3) Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by CSR, employees shall respect the following guidelines:

- It is prohibited to use CSR property for illegal or unauthorized purposes.
- It is prohibited for any CSR employee having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favours or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

A conflict of interest situation arises when the "private interests" of the staff compete or conflict with the interests of the organisation. "Private interests" means both the financial and personal interests of the staff or those of their connections including:

- family and other relations; z personal friends; z the clubs and societies to which they belong; and
- any person to whom they owe a favour or are obligated in any way.
- Staff should avoid using their official position or any information made available to them in the course of their duties to benefit themselves, their relations or any other persons with whom they have personal or social ties. They should avoid putting themselves in a position that may lead to an actual or perceived conflict of interest with the organisation. Failure to avoid or declare any conflict of interest may give rise to criticism of favouritism, abuse of authority or even allegations of corruption. In particular, staff involved in the procurement process should declare conflict of interest if they are closely related to or have beneficial interest in any company which is being considered for selection as the CSR's supplier of goods or services. Appendix 1 provides some examples of conflict of interest situations which may be encountered by staff.
- When called upon to deal with matters of the organisation for which there is an actual or perceived conflict of interest, the staff member should make a declaration in writing to his supervisor. He should then abstain from dealing with the matter in question or follow the instruction of his supervisor who may reassign the task to other staff.

Appendix 1

Examples of Conflict of Interest Situations

- A staff member takes part in the selection of suppliers or contractors, one of the bidders under consideration being his family member, relative or close personal friend.
- A staff member has a financial interest in a company which is being considered for selection as the CSR's supplier of goods or services.
- A staff member accepts frequent or lavish entertainment or expensive gifts from the CSR's suppliers or contractors.
- A staff member serves as a member of the CSR's recruitment or promotion board, and one of the candidates under consideration by the board is his family member, relative or close personal friend.
- A staff member responsible for processing applications for admission to a home for the elderly operated by the CSR is considering an application from his family member, relative or personal friend.