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**Principles of Management**



**Management:**

**Standard operation procedure (SOP)**

**1: SOPs regarding Ethics**

**Integrity:**

The principle of integrity imposes an obligation on every member to be straightforward and honest in all activities, conduct and business relationships. Integrity also implies fair dealing and truthfulness. The member shall follow the principles of transparency while reporting information to the clients, promoters, donors, regulators and other stakeholders. The member shall not knowingly be associated with information where it is believed that the information

 Contains a materially false or misleading statement

 Contains statements or information furnished recklessly; or

 Omits or obscures information required to be included where such omission or obscurity would be misleading

**Objectivity:**

The principle of objectivity imposes an obligation on all employees not to compromise their actions or judgment (in the interest of the organization) because of bias, conflict of interest or the undue influence of others. An employee must avoid all activities and relationships compromising the fundamental principle of objectivity.

Examples of circumstances which may pose threat to objectivity include:

Employees having financial interest in, or family, personal, business or employment relationship with the clients (intermediaries and firms), competing organizations or vendors

Existence of a threat that an employee will be deterred from acting objectively because of actual or perceived pressures, including attempts to exercise undue influence over the employee

Employees directly / indirectly competing with the organization or supporting the competitors

**Confidentiality**

Disclosing outside the organization confidential information (of Karandaaz and its stakeholders) acquired as a result of professional and business relationships without proper and specific authority or unless there is a legal or professional right or duty to disclose; and

Using confidential information acquired as a result of professional and business relationships to their personal advantage or the advantage of third parties

The member should disclose confidential information only on a “need-to-know” basis, even with other Karandaaz members. The member should not disclose confidential information outside of Karandaaz unless it already has a non-disclosure agreement or a confidentiality agreement approved by the Karandaaz Legal advisor

**Moonlighting and Existing Investments**

Karandaaz does not permit any employee working on a regular employment, to be actively employed or engaged outside of Karandaaz, neither as a short term consultant nor as a part-time employee.

Karandaaz also requires all members to disclose any passive or active investments linked to Karandaaz that are in effect when offered long-term employment. If a potential or real conflict is discovered, the member will be asked to mitigate the conflict by removing or excusing him/herself from the situation causing conflict

**Respecting others**

The principle imposes following obligations on every member:

All members must treat each other, our clients and other stakeholders with respect, dignity, fairness and courtesy

All members should maintain a work environment that is free from all kinds of: Discrimination (including race, gender, sexual orientation, age, pregnancy, caste, disability, ethnicity, religious beliefs); harassment that violates an individual's dignity, and/or creates an intimidating, hostile, degrading, humiliating or offensive environment

**Complaint and Grievance handling**

Although Karandaaz Pakistan makes every reasonable effort to provide as pleasant and satisfying a work environment as possible for its members, in any company or relationship between management and employees, occasions of employee dissatisfaction may arise. Karandaaz policy is that each and/or all members are entitled to a full hearing, a serious effort by management to redress wrongs and resolve problems, and a clear explanation when management is unable to act for reasons beyond its control. To this end, Karandaaz Pakistan provides its employees with channels of communication with management through an “open-door policy” and with more formalized procedures for voicing grievances and appeals.

As a first step, the employee is encouraged to discuss any concerns with the immediate supervisor. If the supervisor fails to resolve the problem or explain the situation to the member’s satisfaction, the member may speak to the head of department, or the HR department and the CEO.

To petition management, the member should request a meeting with the CEO, clearly stating the reason for the meeting. Unless the employee specifically requests confidentiality, the supervisor is expected to attend the meeting with higher management. Depending on the nature of the appeal or complaint, the member may choose to communicate with management verbally or in writing. If the member selects the latter option, the petitioning individual shall respond in writing, clearly describing the action taken to address the member’s concerns or the reason for inaction.

**Ethical Complaints and Sexual Harassment**

Karandaaz Pakistan believes in the dignity of every member and expects each member to show respect for all colleagues, visitors, beneficiaries and vendors. Respectful, professional conduct furthers the company’s mission, promotes productivity, minimizes disputes, and enhances our reputation. Accordingly, the company does not tolerate any form of harassment and unethical conduct. Each member has a responsibility under this policy to make it known promptly, through the avenues identified, whenever they experience or witness offensive behaviour and/ or unethical practice