

# ETHICS CHARTER

## AFD GROUP



# ETHICS CHARTER

## AFD GROUP



# FOREWORD

Agence Française de Développement is a government body carrying out public policy, primarily overseas.

Given this mandate, AFD as an organization, and each of its staff members as well, must consistently meet the highest standards of daily conduct. To achieve this, the present Professional Ethics Charter needs to not only be fully assimilated into day-to-day activities, but should also inspire staff to aim beyond what would generally be considered an acceptable level of professional conduct. The present Professional Ethics Charter must consequently be both clear and ambitious. Difficulties arising need to be resolved quickly, through open dialogue, and through external advice where necessary. Each employee should be driven by a sincere desire to remain fully accountable to the ministerial authorities, elected officials, and fellow citizens.

The Professional Ethics Charter sets out and exemplifies the spirit and vision, the underlying mission and core values, and the motivation of each and every professional within the organization. It outlines the commitments of AFD and its employees, particularly in terms of compliance, partner relations, social and environmental responsibility, anti-money laundering/financing of terrorism, and situations of corruption and fraud. It provides guidance for the organization, its staff members and managers. It facilitates resolution of certain problems or dilemmas by channeling them through the Ethics Council, and by enabling confidential dialogue to take place with the Professional Ethics Adviser.

It is essential for everyone at AFD to understand and constantly recall the values within the Professional Ethics Charter, so they can be put into practice on a daily basis and used as a means of overcoming difficult situations by referring to shared higher principles. It can also be an effective way of continuously reinforcing AFD's standing, and of protecting individual reputations in the process. This text has been drafted following an extensive in-house consultation. It concerns everyone in AFD, and each and every member of the organization is expected to abide by it. Managers in particular must conduct themselves in an exemplary manner if they are to apply and promote the Professional Ethics Charter - yet they should by no means be the only ones to uphold the values contained therein.

It is hoped that the Professional Ethics Charter will be perceived and experienced as a move in the right direction, which will help build a stronger foundation upon which the reputation and profile of our institution depend.

**Yves des Rieux**  
Head of Ethics – AFD Group

# CONTENTS

5 

## **PRESENTATION OF THE CHARTER**

7 **REFERENCES UNDERLYING  
THE ACTION OF AFD GROUP  
AND ITS EMPLOYEES**

- Mission
- Core values
- Purpose

10 **JOINT UNDERTAKINGS OF AFD  
GROUP AND ITS EMPLOYEES**

- Compliance with laws and legislation
- Social and environmental impact of activities
- Fight against money laundering, the financing of terrorism, corruption and fraud
- Other undertakings

14 **UNDERTAKINGS  
OF THE EMPLOYER**

- Social relations
- Environment, health and safety
- Professional relationships

17 **UNDERTAKINGS  
OF THE EMPLOYEE**

- *Towards the Group and staff*
- Professional independence and conflicts of interest
- Inside information
- Respect of confidentiality, external relations and communication
- In the event of problems, suspicion, doubt

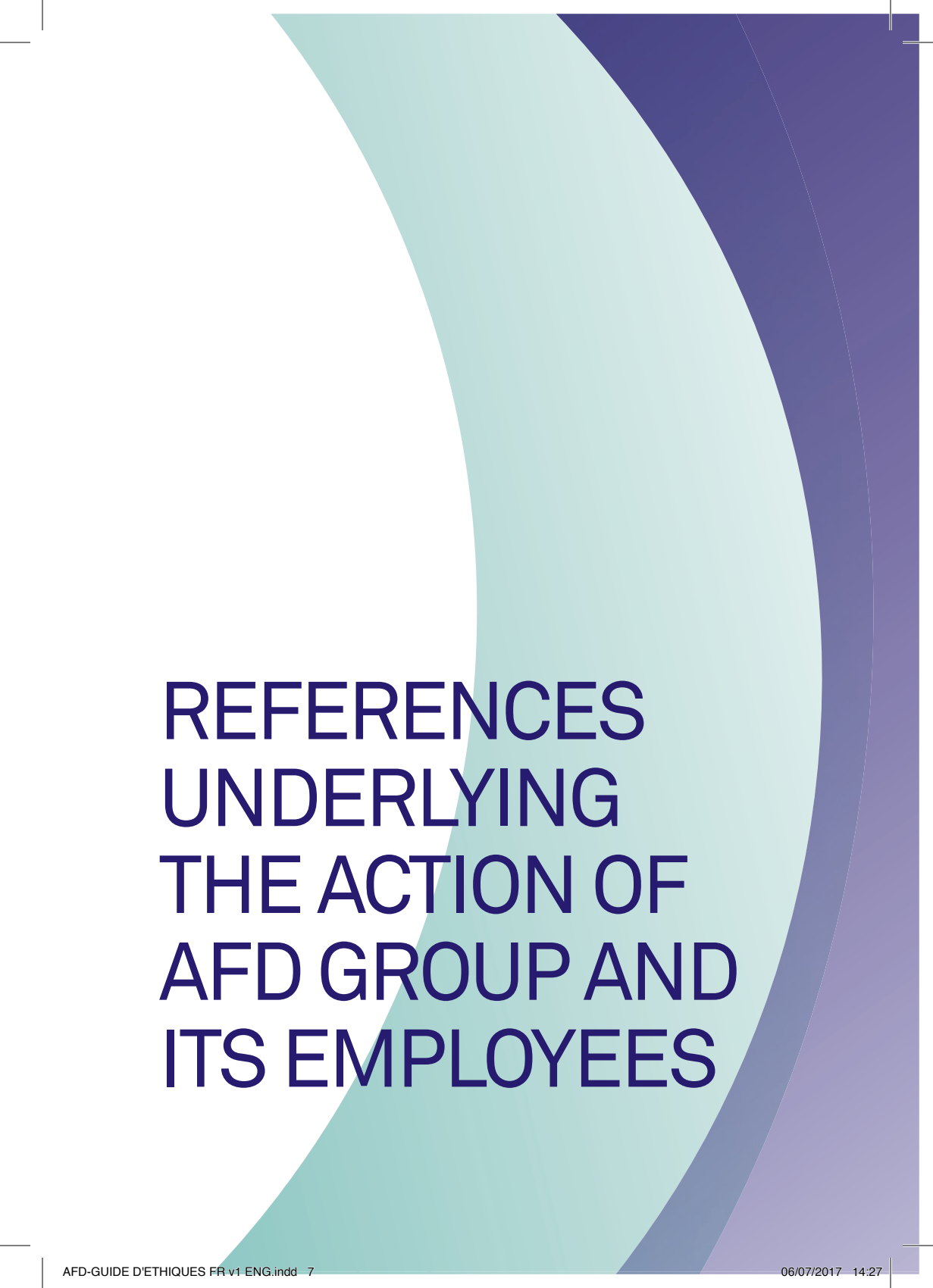
22 **SPECIFIC UNDERTAKINGS  
OF THE MANAGER**

- Team management
- Towards the Group



# PRESENTATION OF THE CHARTER

- 1.** The AFD Group Professional Ethics Charter (hereinafter “the Charter”) aims to strengthen the identity, unity and performance of the Group, facilitate the working life of employees and protect the Group and employees against the risk of reputation damage.
- 2.** It does not replace the applicable legislation, notably laws and regulations, statutes, internal rules, procedures and instructions, which provide for their own conditions of application.
- 3.** It identifies a reference system for the values and meaning which underlie this legislation and thus helps ensure that it is complied with.
- 4.** It is intended for each employee of the Group, whatever their activity, hierarchical position or assignment.
- 5.** It provides for a method of addressing any difficulties that may arise from its interpretation or application involving a mechanism, the Professional Ethics Counsel.
- 6.** It comprises five sections: references underlying the action of AFD Group and its employees, the joint undertakings of AFD Group and its employees, the undertakings of the employer, the undertakings of the employee, and the specific undertakings of the manager.



# REFERENCES UNDERLYING THE ACTION OF AFD GROUP AND ITS EMPLOYEES

## MISSION

**7.** AFD Group and its employees have been entrusted by the French Authorities with a mandate to contribute to economic and social development in its geographical areas of operation through financial support, proposals, knowledge production and dialogue with partners.

**8.** This contribution specifically aims to support actions for public and private investment, improve living conditions for communities in the poorest regions or countries, promote enterprise, address the common challenges of humankind and strengthen national solidarity in the French Overseas Provinces.

**9.** It is conducted through grants, guarantees, equity investments, loans allocated to public and private actors, as well as through the support they are offered and partnerships.

**10.** It takes the form, as far as possible, of capacity building activities and public policy advice based on experience.

## CORE VALUES

**11.** AFD Group and its employees recognize commitment, integrity, openness and adaptability as core values.

**12.** The commitment to development, both personal and collective, is implemented in a spirit of responsibility.

**13.** Integrity implies probity, intellectual honesty and respect for the property of the Group.

**14.** Openness, for the Group and each individual, is expressed by being responsive to, welcoming and respecting persons, stakeholders and cultures in their diversity.

**15.** Adaptability, in order to effectively meet changing needs, as far as possible implies innovation and proactivity, as well as geographical and operational mobility.



## PURPOSE

**16.** AFD Group and its employees aim to fulfill the mandate to the best of their ability and to serve as a professional reference for the activities of development assistance and development finance.

**17.** This aim should be materialized through contributions to sustainable operations that have a strong impact for development.

**18.** It involves being responsive to decision-makers and contracting authorities and being attentive to their needs and concerns, in order to define and propose a contribution from AFD Group via appropriate resources and financial instruments.

**19.** It requires action conducted in line with good international practices and professional standards, a strategic approach, a thorough appraisal of new commitments, their supervision, evaluation, looking for relevant ideas, rigorous practices, competent and efficient teams, as well as long-term and dynamic partnerships and cooperation.

**20.** It leads to a comparison of the results of the action with the judgment and recognition of stakeholders, notably ordering parties, citizens and other development institutions, for both benchmarking and accountability reasons.



... commitment,  
integrity, openness  
and adaptability as  
core values. »



# JOINT UNDERTAKINGS OF AFD GROUP AND ITS EMPLOYEES

## COMPLIANCE WITH LAWS AND LEGISLATION

**21.** AFD Group undertakes to comply with the laws, conventions, regulations and legislation governing its activity both in France and abroad.

**22.** In their daily occupational activities in AFD Group, employees undertake to apply, with concern for the general interest, the legislative, regulatory and contractual provisions, internal rules, procedures and instructions that govern the Group's operations.

## SOCIAL AND ENVIRONMENTAL IMPACT OF ACTIVITIES

**23.** AFD Group and its employees are concerned for the environmental and social impact of their activities, on a daily basis, as well as for good governance.

**24.** AFD Group undertakes to promote development operations of a sustainable nature in compliance, notably, with the Charter and the core conventions of the United Nations and International Labour Organization, and with the principles of the United Nations Global Compact, which AFD has joined.

**25.** For procurement and the other contracts it concludes, it takes great care to apply the procedures to preselect suppliers, service providers or intermediaries that offer all the necessary guarantees, notably in terms of professional ethics. It recommends the latter read the present Charter.

# FIGHT AGAINST MONEY LAUNDERING, THE FINANCING OF TERRORISM, CORRUPTION AND FRAUD

**26.** AFD Group and its employees undertake to apply, scrupulously and free of any pressure whatsoever, the rules and procedures to prevent the laundering of money from criminal activity and to fight against the financing of terrorism.

**27.** They exert particular vigilance with regard to preventing corruption, notably in procurement.

**28.** For procurement and other contracts covered by financial support from AFD Group, they ensure that they comply with the provisions and principles set out in the financing agreements or, where applicable, with those approved by binational and multinational donors.

## OTHER UNDERTAKINGS

**29.** AFD Group and its employees undertake to ensure the proper implementation of competitive bidding procedures for suppliers, service providers or intermediaries for the contracts that the Group concludes.

**30.** They undertake to participate in the collective effort made by development institutions to ensure the sustainability, coherence, harmonization and effectiveness of development aid policies.

**31.** They actively contribute, in both the North and South, to the debate with development actors, associations, regional and local authorities and companies, to supporting their efforts towards sustainable and shared development and to implementing the most appropriate procedures for partnerships or financing.



... employees  
undertake to apply  
the ... internal rules,  
procedures and  
instructions. »

The background of the page is composed of several overlapping geometric shapes in various shades of purple, ranging from a light lavender to a deep, dark indigo. These shapes create a modern, abstract design that frames the central text.

# UNDERTAKINGS OF THE EMPLOYER

## SOCIAL RELATIONS

**32.** AFD Group undertakes to apply, in an open-minded and participatory spirit, the legislation related to staff representation, in the interest of a high-quality social dialogue.

**33.** It guarantees equality in terms of the employment and career development of its employees.

**34.** It sets ambitious social objectives in accordance with legislation.

**35.** It is vigilant with regard to the application of rules concerning non-discrimination.

## ENVIRONMENT, HEALTH AND SAFETY

**36.** AFD Group guarantees safety and health protection at workplaces by implementing the legal provisions and any appropriate means.

**37.** It ensures that specific procedures related to the safety of all its employees are respected, particularly in crisis situations.

**38.** It pays particular attention to guaranteeing its employees a balance between their professional and private lives.

**39.** It encourages initiatives, particularly in terms of the environment.

## PROFESSIONAL RELATIONSHIPS

**40.** AFD Group undertakes to provide its employees with an appropriate work environment.

**41.** It ensures that relationships of trust are maintained among colleagues and in the line of authority, as well as a harmonious resolution in case of conflict.

**42.** It ensures that staff are given clear instructions concerning their tasks, particularly in the case of complex operations involving several Group entities.

**43.** It provides the appropriate support and cooperation to the employee in dealing with any problems encountered in the application or interpretation of the Charter, particularly for any conflict between the duties to be assumed, but which have different values, and reported conflicts of interest encountered in the internal management of the Group or in its operations. Should, after examination, there appear to be a real conflict of interest or should the situation risk damaging the reputation of the employee or Group, a solution shall be sought.

**44.** AFD Group guarantees its protection for any employees who wish to report situations presenting a risk which they have experienced or observed and that anonymity and confidentiality will be respected.

**45.** It shall receive them, be responsive and discuss with them, notably within the framework of the Professional Ethics Counsel, and undertakes to protect them against any decision or action aiming to damage their career or harm them because they have reported a difficulty in the application of the Charter.

**46.** AFD Group protects its employees who occupy a sensitive function involving contacts with suppliers, service providers or intermediaries by ensuring – as far as possible – that there is a regular turnover in these positions, in compliance with the legal and statutory rules related to staff assignment.



# UNDERTAKINGS OF THE EMPLOYEE

## TOWARDS THE GROUP AND STAFF

**47.** The employee undertakes to respect the Group, as well as the references underlying its action, and to serve in good faith and with loyalty and availability.

**48.** He/she shall refrain from any withholding of information or voluntary indiscretion, defamation or refusal to cooperate.

**49.** In the framework of his/her field of competence and responsibility, he/she shall carry out the work that he/she has been entrusted with by applying the highest personal standards and according to the rules.

**50.** He/she is responsible for accurately and truly recording any figures for which the Group is accountable.

**51.** He/she shall ensure that an accurate, rapid and full reporting is made on the assigned tasks.

**52.** He/she shall not appropriate property – even with a modest value – belonging to the Group and shall not request unwarranted reimbursement from the Group for private expenses.

**53.** He/she shall refrain from any misuse or abuse of electronic means of communication for personal purposes.

**54.** In terms of external activity and the external representation of the Group which may give rise to remuneration, he/she shall respect the procedural rules.

**55.** In his/her interpersonal relationships, he/she shall be impartial and shall only bear the interest of the service in mind.

**56.** He/she shall respect persons and dignity, refrain from any form of discrimination or harassment, physical, verbal or moral violence, or any indiscretion about the private lives of his/her colleagues, including via social networks.



The employee  
undertakes to  
respect the Group ...  
and to serve in good  
faith and with loyalty  
and availability.»

## PROFESSIONAL INDEPENDENCE AND CONFLICTS OF INTEREST

**57.** A situation of conflict of interest arises when considerations that are unrelated to the interests of the Group are likely to interfere with a decision, or a position, that the employee of the Group is required to take, and to cast doubt on his/her impartiality or neutrality, both in the manner of dealing with the operations with which he/she has been entrusted and in his/her relationships with his/her colleagues or associates. In order to safeguard his/her professional independence, the employee undertakes to avoid situations of conflict of interest which may, for instance, be related to his/her private interests or to his/her close relations, or to his/her political or voluntary activities.

**58.** The employee shall declare situations of conflict of interest so that they may be dealt with in an appropriate manner.

**59.** The employee shall decline any gift or other advantage, the value, nature or repeated occurrence of which may be perceived as an attempt to influence the Group's action, as well as any invitation of any commercial nature, which notably provides for the payment and accommodation of the employee and/or a family member.

## INSIDE INFORMATION

**60.** Inside information is information which is not known to the public, relating either to an undertaking or to a transaction, the content of which is sufficiently precise and the likelihood of it taking place sufficiently high that its disclosure would have a considerable influence on the price of a security. If the employee is in possession of this type of information concerning listed

companies or markets, he/she undertakes to refrain from using it for his/her personal benefit or from advising third parties, or advising them against, operations on such securities or markets, in accordance with the applicable legal and regulatory requirements, notably for the prevention and punishment of insider trading.

# RESPECT OF CONFIDENTIALITY, EXTERNAL RELATIONS AND COMMUNICATION

**61.** The employee is committed to respecting professional obligations, notably to respecting the professional and banking secrecy which AFD Group and its officers are subject to under the French Monetary and Financial Code and covering, in particular, information containing specific elements or figures that have not been made public and have been entrusted to AFD Group by the client or a third party for the performance of its activity.

**62.** He/she shall ensure that confidential or privileged information obtained in the performance of his/her duties shall not be disclosed in an informal setting.

**63.** He/she shall exercise reserve, prudence and good judgment in his/her professional relations with third parties, notably when entering into relations with an unknown person or an institution unknown to the Group.

**64.** He/she shall respect procedures dealing with external communication and those governing publications, conferences or other public operations which may be requested from Group officers, as well as the right of reply established by law.



Each employee is committed to respecting professional obligations, notably the professional and banking secrecy ... »

## IN THE EVENT OF PROBLEMS, SUSPICION, DOUBT

**65.** In the event of suspicion in the area of the fight against money laundering and the financing of terrorism, the employee undertakes to report it promptly to the department in charge of internal auditing and compliance.

**66.** In the fight against corruption and fraud, and in case of any doubt concerning procurement and other contracts to be concluded or financed by AFD Group, he/she shall scrupulously and promptly apply the appropriate reporting procedures.

**67.** In the event of difficulty in the interpretation or application of the Charter, he/she shall promptly consult his/her line manager and/or, where required, the AFD Group Professional Ethics Counsel.



In the event of difficulty in the interpretation or application of the Charter, he/she shall promptly consult ...and/or the AFD Group Professional Ethics Counsel. »



# **SPECIFIC UNDERTAKINGS OF THE MANAGER**

## TEAM MANAGEMENT

**68.** The manager undertakes to carry out his/her duties, motivated by the mobilization and performance of his/her team.

**69.** He/she shall have a listening ear, participate in the development of talents and skills and encourage initiative.

**70.** He/she shall ensure that he/she delegates appropriately and gives his/her staff clear instructions.

**71.** He/she shall obtain recognition for and emphasize the merits and professional investment of his/her staff.

**72.** He/she participates in the strategic reflection of the company and shall promote innovative and constructive initiatives within his/her team.

**73.** He/she shall pay important attention to transferring to his/her staff and colleagues the skills or knowledge he/she acquires both within and outside the Group.

**74.** He/she shall provide an adequate response to any employee who consults him/her concerning a problem of conflict of interest or with the interpretation or application of the Charter, and shall refer them to the AFD Group Professional Ethics Counsel where required.

## TOWARDS THE GROUP

**75.** The manager undertakes to apply the Group's strategy, to ensure that procedures are applied and to implement the modes of action defined in the internal instructions.

**76.** He/she shall scrupulously apply the provisions of the Charter, paying particular attention to exemplarity, notably vis-à-vis staff and younger employees.

**77.** He/she shall establish methods to manage and control activities in his/her department.

**78.** He/she shall propose avenues for progress and implement, as far as possible, responses to the identified problems.

**79.** He/she shall actively participate in the smooth functioning of the internal control system, notably by exercising his/her obligation of due diligence, information, reporting and alert for any problems or deficiencies, and by facilitating the mission of internal or external auditors.



5, rue Roland Barthes 75598 Paris Cedex 12  
Tél. : +33 1 53 44 31 31 – Fax. : +33 1 44 87 99 39  
**#WorldInCommon – [www.afd.fr](http://www.afd.fr)**  
June 2017