

A photograph of a modern office interior. In the foreground, a woman in a black dress is walking from left to right, slightly blurred. In the background, several people are working at desks with multiple computer monitors. The office has a high ceiling with exposed wooden beams and modern lighting. There are large windows and potted plants throughout the space.

Code of Conduct

ACOR Consultants

FEBRUARY 2023





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Policy

The ACOR Group of Companies ("ACOR") values and expects honest, professional and ethical behaviour from its Board, directors, executive management, managers, employees, clients, consultants, subconsultants, contractors and suppliers.

ACOR's Mission to invest in the success of our clients and create an environment where our people thrive, underpins its Values, and is integral to how ACOR interacts with its clients and each other. It sets the benchmark for our conduct as professionals, and as a nationwide professional services firm.

ACOR is committed to delivering its strategic and operational objectives in accordance with all legal and contractual requirements and principles of good governance in order to build a sustainable business



Integrity



Passion



Courage



Excellence



Caring



Collaboration

Scope

This Code of Conduct applies to all employees, consultants, subconsultants, contractors and suppliers providing services or goods to ACOR and its clients. It is a shared commitment to uphold the Code in undertaking all roles and responsibilities at ACOR (and when interacting with ACOR).

Employees (including independent contractors and contracted professional personnel) are to comply with this Code of Conduct when representing or acting on behalf of ACOR:

- a) in the delivery of professional services;
- b) during work related activities, events and social functions; and,
- c) in all forms of communications and interactions, including when using social media

This Code also guides behaviours outside of work, in public and personal interactions, as conduct or actions contrary to this Code may have an impact on ACOR, its brand and/or its clients.

Expected Behaviours

ACOR is committed to conducting business in a professional manner with the highest standards of integrity and in accordance with applicable laws and regulations.

ACOR's expectations of the behaviours necessary to comply with this Code of Conduct include:



Values

always acting with respect, fairness, honesty and integrity



Excellence

maintaining the highest standards of professional and ethical conduct in accordance with ACOR's Values



Compliance

understanding and complying with all legal, statutory and regulatory requirements including the codes of conduct of any professional bodies and industry associations professional staff are licensed or registered with.



Commitment

delivering professional services in accordance with contractual requirements, ACOR's policies and procedures as well as ACOR's HSEQ systems and processes HSEQ Home AccessACOR.



Respect

upholding ACOR's commitment to equal employment in the workplace, and eliminating unlawful discrimination, bullying and harassment in accordance with ACOR's Equal Employment Opportunity (EEO), Discrimination, Bullying and Harassment Policy.

Expected Behaviours



Impartiality

avoiding any perceived or actual conflicts of interest including undertaking conflicts of interest checks before taking any action and reporting any issues that arise to management



Integrity

behaving with integrity and not allowing anyone to improperly influence decisions relating to government approvals or procurement of goods or services by ACOR or on behalf of its clients. This includes taking advantage of personal and professional relationships or offers of gratuities or inducements for the purpose of obtaining favourable treatment or advantage for ACOR, its clients or a third party.



Confidentiality

respecting the importance of confidentiality in the commercial and sensitive information entrusted to ACOR by clients for the purposes of providing professional services on projects, ensuring that the information is not deliberately, inadvertently, or accidentally released or communicated without the client's prior approval.



Records

keeping accurate records and maintaining safe storage of all project and corporate information belonging to ACOR and its clients, including storage of project related files and documents in an appropriately structured and indexed manner, so that they can be readily located by others, including for the purposes of conducting an audit



Responsible

using ACOR's resources and assets responsibly, protecting them against waste, damage, misuse, theft, misappropriation or fraud.

Expected Behaviours



Knowledge

protecting and maximising ACOR's intellectual capital and respecting the integrity of client and third-party intellectual property rights.



Safety

complying with ACOR's Occupational Health and Safety (OHS) Policy and proactively taking responsibility to be safe in the workplace and at home, supporting and guiding others to behave safely



Caring

supporting the health and safety of colleagues by not attending an ACOR premises when unwell or potentially having been exposed to COVID-19, influenza, or other infectious diseases or viruses that are capable of being spread within the workplace and leaving immediately upon becoming unwell or developing symptoms consistent with an infectious disease or virus;



Diversity

observing and respecting the cultural, social and personal beliefs of our colleagues, clients and members of the community, as well as the rights of all people to be treated with dignity and express themselves without fear of discrimination, humiliation or vilification



Sustainability

considering the social, environmental, cultural, economic, safety and other impacts of the services ACOR provides and the products it specifies. It strives to achieve sustainable outcomes for our clients and the communities within which they operate now and into the future.

Expected Behaviours



Transparency

ensuring accuracy and transparency of all financial, accounting and other record keeping for payments and transactions incurred for or on behalf of ACOR and its clients.



Fairness

competing fairly and participating with integrity in tendering and procurement processes with clients, as well as consultants, contractors and suppliers ACOR might engage.

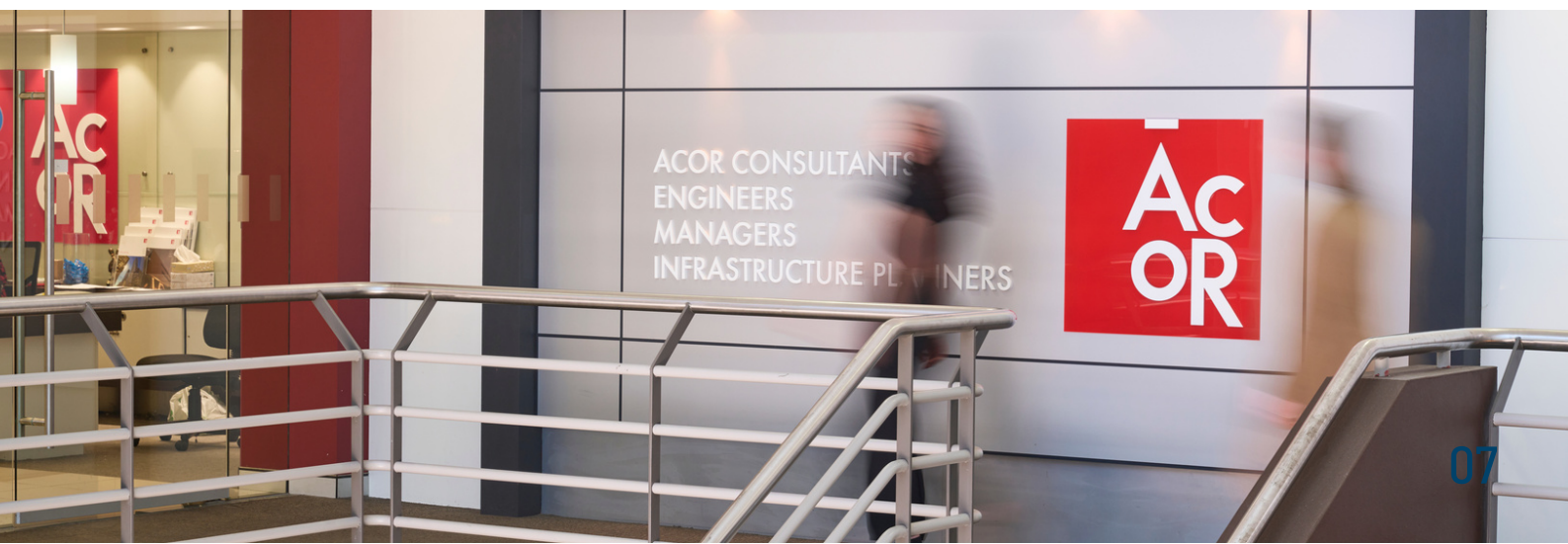


Virtue

not making any public statements, including to media organisations, social media platforms, regarding ACOR or any of its clients or projects, without ACOR's approval and to refer all media enquiries to ACOR's Communications Manager

ACOR holds itself and expects that everyone bound by the Code will hold themselves and each other, accountable to the Code.

Behaviours or conduct not consistent with this Code must be reported to the person's manager, any representative of senior or executive management or through ACOR's Whistleblower Policy.





Confidentiality

ACOR's clients entrust us with sensitive commercial information which must be treated with the utmost respect and good faith.

We must never use information provided by a client for any purpose other than the purpose for which it was provided. Information will be stored and communicated in a manner which minimises the risk of disclosure.

As cyber security risks are becoming increasingly sophisticated, utmost care must be taken to prevent loss of data or breach of ACOR's security systems.

If confidential information is removed from an ACOR workplace (including to work from home and in transit), care must be taken to ensure that documents are not misplaced or lost.

Caution must be exercised when reviewing documents, speaking on the phone or having meetings in public places (including on planes, in restaurants and coffee shops) to ensure confidential information is not inadvertently disclosed.

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Conflicts of Interest

Conflicts of interest have the potential to damage client relationships and ACOR's reputation as well as exposing us to potential legal consequences

Communication and vigilance are imperative to ensure that you do not put yourself in a situation where your personal interests or relationships conflict with ACOR's or those of our clients. You must be professional, unbiased and impartial when you represent ACOR and work with clients

The decisions you make must not be influenced, or be perceived to be influenced, by any personal or private opportunities, interests or relationships, potential financial gain or other benefit to you or a third party including a friend, relative or business associate

ACOR must also ensure that conflicts of interest do not arise in respect of its relationships with clients, and between clients. Before submitting a proposal or entering into a contract with a client, a check of ACOR's records of clients and projects should be undertaken to confirm that no conflicts of interest are apparent

ACOR will maintain a Conflicts of Interest register to record disclosed personal interests and other matters relevant to conflicts of interest.

Before submitting a proposal or entering into a contract or agreement with a client, subconsultant, supplier or any other third party, employees must undertake a due diligence.

Steps include checking the Conflict of Interest Register and assessing the transaction or arrangement to ensure that:

- a) it is transparent and all parties involved are reasonably known;
- b) ACOR is not placed in a position of conflict on a project, between two clients, between ACOR and a third party or otherwise which might reasonably be perceived as ACOR being unable to act impartially or independently;
- c) that there are no reasonably known personal, financial, contractual or commercial relationships, interests or commitments which might interfere, compromise or undermine the transaction or arrangement;
- d) no person will improperly benefit from the transaction or arrangement.



Fraud and Illegal Practices

Any behaviour or transaction which seeks to divert or appropriate financial or other benefits to you or to a third party, including misappropriation of ACOR's assets or those of a client, are not only a breach of this Code and the terms of employment but a criminal act in most jurisdictions.

ACOR will report any fraudulent or illegal practices to the relevant authorities, in addition to exercising any other rights we hold in relation to the issue.

Anti-Bribery and Corruption

ACOR's reputation is built on being trustworthy in our commitment to clients and engagements with consultants and suppliers

We do not tolerate bribery or corruption in any form.

This Code applies to all business transactions directly or indirectly involving ACOR and is to be followed by all employees, business partners, and third parties who deal with others directly or indirectly on ACOR's behalf.

We prohibit making or causing to be made the offer, promise, gift or any payment or other benefit, favour or hospitality to:

- a) any government official to influence or with the intention of influencing any action, inaction or decision to obtain or retain business or a business advantage for ACOR; or
- b) anyone else in order to induce or intend to induce that person, or any other person, to perform, or reward them for performing, their job improperly or to secure an award in favour of ACOR or any other party which is not based on merit or genuine entitlement.

A 'government official' includes any officer or employee of a government at any level, government owned or controlled entity, public official or public organisation or their employees

We do not structure or enter into any bid, agreement, arrangement or understanding which disguises or hides any benefit for a third party which will or may be delivered (whether directly or indirectly) to a government official.



Anti-Bribery and Corruption

We do not allow facilitation payments, regardless of local practices. ACOR prohibits kickbacks, facilitation payments (such as payments to an official for routine governmental action, such as processing papers, issuing permits, in order to expedite performance of duties of non-discretionary nature), secret commissions or any other payments disguised for any improper purpose. This includes cash payments, and may include other things such as gifts, hospitality, and travel. We expect our employees, or anyone acting on behalf of ACOR, to comply with the specific requirements and spirit of this Code.

Our interactions with government and government officials must be transparent and done with integrity.

From time to time, we directly and indirectly interface with governments and government officials. Anti-bribery laws expressly prohibit bribing, causing to bribe or intending to bribe government officials and these officials themselves are frequently subject to stringent local laws and codes of conduct.

ACOR is committed to complying with all applicable laws in the conduct of our business with government and government officials. Anyone acting on behalf of ACOR must interact with government and government officials in a transparent and ethical manner, and in compliance with applicable law.

We exercise caution in employing or engaging government officials (or their relatives) or any associated entities where that government official may have the ability to make decisions on projects in which ACOR is involved or influence outcomes involving ACOR.



Anti-Bribery and Corruption

We exercise caution in employing or engaging government officials (or their relatives) or any associated entities where that government official may have the ability to make decisions on projects in which ACOR is involved or influence outcomes involving ACOR.

Gift giving must be done with care and should be proportionate. From time to time, we may receive or give gifts or hospitality and must exercise judgement about the frequency of gifts and the value of hospitality.

Gifts and hospitality must be given voluntarily, and be considered modest, in the circumstances. Gifts and hospitality are intended to create opportunities to develop good professional relationships and support mutual understanding of the parties' capabilities generally. Excessive or extravagant gifts or hospitality offered to a client or government official with an intention to directly influence a specific decision in ACOR's (or a client's) favour are not permitted.

Services and favours including the provision of hospitality, travel or other benefits cannot be given directly or indirectly to government officials without the approval of the State Business Manager (or an equivalent or more senior manager, as appropriate). Gifts or hospitality are not permitted during an open or pending proposal or bid evaluation process

We do not tolerate bribery or corruption in any form



Fair Dealing and Transparent Tendering and Procurement

With integrity being one of ACOR's core Values, we are committed to conducting business ethically and demonstrating fair dealing in all relationships.

The Competition and Consumer Act 2010 (Cth) promotes fair and open competition, imposing heavy penalties for any conduct designed to lessen competitiveness of any transaction including price fixing, cartel conduct and other anti-competitive behaviour.

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ACOR supports competitive tendering being conducted in a fair and transparent manner. Probity is fundamental to the way we do business.

We follow the client's processes and directions as to how our proposals are submitted. We never seek to gain advantage or information through any means other than the manner in which the client intends or how our peers, with whom we compete, would expect.

ACOR expressly prohibits conduct which seeks to constrain or interfere with an open market or restrict our client's ability to make free and informed decisions. Any activity which seeks to manipulate the tendering process is not permitted.

We must never seek to gain an improper advantage or manipulate a client's procurement of goods or services by enquiring about (or sharing) pricing information with peer organisations, agreeing with our competitors to boycott a client, fix prices, or seek to restrict the content, number or quality of proposals submitted to a client.

We will engage sub-consultants, contractors and suppliers who provide quality services and value for money. We will never dictate to a client or third party that it must engage a particular supplier, contractor or consultant. Where necessary we will make recommendations based solely on our assessment of the skills, value and quality of product or service. We support open and impartial tendering processes on the client's behalf.

Any arrangement or agreement with a supplier or contractor which secures a secret commission, kick-back, discount or other benefit to you or ACOR as a result of our recommendation or endorsement is prohibited. Ultimately, the client must be permitted to make an informed and free decision as to the service provider it engages or a product it procures.



Supply Chain Transparency

ACOR believes all forms of Modern Slavery to be abhorrent and wholly inconsistent with ACOR's Values

Modern slavery, as defined by the Modern Slavery Act 2018 (Cth) and characterised by the exploitation of vulnerable people for personal or commercial gain, has permeated supply chains around the World. ACOR believes all forms of Modern Slavery to be abhorrent and wholly inconsistent with ACOR's Values

ACOR is committed to ensuring that the services we provide are delivered in a way that respects human rights and protects the fundamental dignity of workers. This includes taking steps to ensure that there is no slavery, servitude, forced or compulsory human labour, human trafficking, child labour, debt bondage and deceptive recruiting for labour or any other form of Modern Slavery in any part of our business or in our supply chains.

ACOR's commitment to sustainability also necessitates that we critically evaluate that the clients we work for and the products we specify, do not rely upon exploitation of workers and slavery-like practices in their business or in manufacture and supply of equipment, parts, machinery, products and other consumables items.

ACOR expects its service providers, suppliers, subconsultants and contractors to share our commitment to act lawfully and ethically and to work to ensure that modern slavery is not taking place within its organisation or within its supply chains.

Supply Chain Transparency

Importantly, this transparency extends to ACOR's service providers, especially offshore drafting services and procurement of goods and other consumables. Before engaging a service provider or purchasing goods, ACOR will undertake a Modern Slavery Due Diligence adopting a risk-based approach to assess:



Geographic Risk

Are workers recruited or goods manufactured in countries with a high prevalence of Modern Slavery? Does the country have laws which regulate employment of workers including minimum wages and working conditions? What is the risk that the services are provided or the goods are procured under the burden of modern slavery?



Industry Risk

Are workers in a group at a special disadvantage or risk of exploitation, due to their level of education, access to fundamental human needs, and socio-economic imperatives?



Recruitment Risk

Relative negotiating power of workers, do they pay to be recruited, do they have bargaining power, are they free to choose employment, and are negotiations competitive and evenly power balanced?



Transparency Risk

Do we have clarity on what workers are being paid? Is what ACOR pays reasonable, having regard to potential margins and commissions paid to intermediaries and the quality of the goods and services? Is what we pay consistent with the worker being able to maintain a reasonable cost of living? Are we satisfied that workers are (or are reasonably likely to be) paid appropriately?



Anti-Money Laundering and Counter Terrorism Financing

Money laundering is the process of concealing the source of money obtained by illicit means through legitimate business transactions. We must never allow ourselves to be used or exploited as a vehicle for money laundering, funding criminal activities, terrorism financing or supporting illegal activities.

We must not permit our resources or systems to be used for any criminal or illegal activity. ACOR expects its employees to exercise due caution if a transaction or activity appears suspicious, unusual or out of the ordinary, or where a request is made to do something that does not strictly comply with ACOR's requirements for finance and accounting, risk assessment, record keeping and review processes.

Suspicious requests are potentially varied and unusual, including requests to receive payment in currencies other than Australian Dollars or from foreign bank accounts or requests to engage personnel in foreign countries or transact with a party not clearly connected with the subject of ACOR's professional services.

ACOR requires all employees to report any suspicious requests, activities and transactions to the State Business Manager (or an equivalent or more senior manager, as appropriate).

Failure to Comply

ACOR treats all departures or breaches of this Code seriously, no matter how small or insignificant the breach might seem. Breaches are likely to carry severe consequences and will trigger an immediate investigation by ACOR which could result in termination and in some cases, legal proceedings. If ACOR considers that a breach of this Code may also be a breach of applicable Law, ACOR will refer the issue to relevant authorities.

Any person who does not comply with this Code of Conduct may be refused entry to ACOR premises and/or have their engagement terminated.