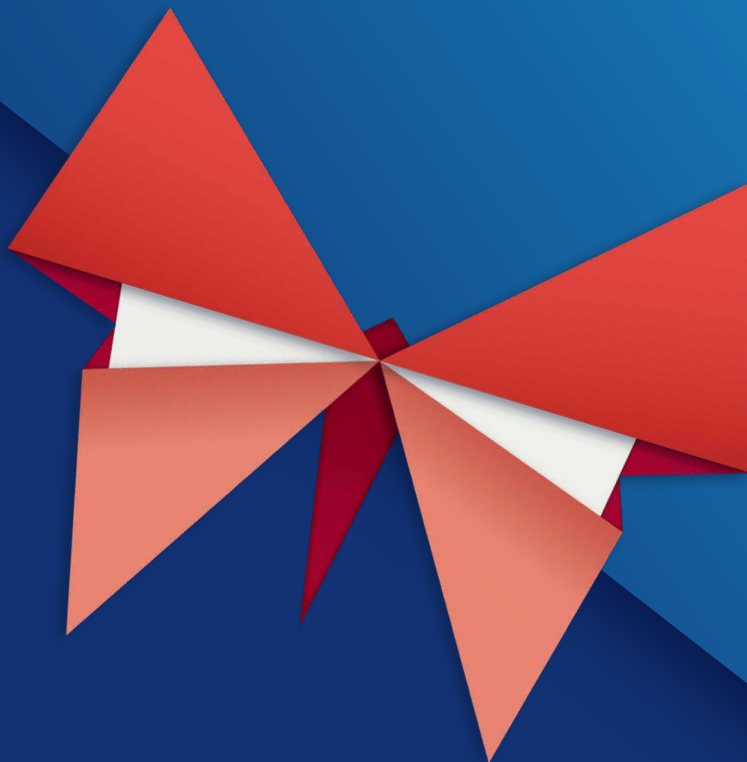


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# Kaizen Institute

Code of Conduct



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# Introduction

The foundation of Kaizen Institute's Code of Conduct is our shared core values, brand promise, responsibilities and corporate principles.

These are the declarations of who we are that guide us as a company and as working individuals.

Our Code of Conduct applies to all transactions, large or small, and drives the behavior always expected of every single member of the entire Kaizen Institute organization in the conduct of its business.

Our success is founded on this Code of Conduct, which drives the way we behave with our clients and each other. Our reputation is our most important asset and is upheld in accordance with the law and this Code of Conduct. Following our values, responsibilities, and principles is crucial for our continued success.

We all must be fully aware of our Kaizen Institute Code of Conduct and personally implement it in all our daily business activities. It takes everyone, everywhere, and every day to always adhere to it and to achieve 100% compliancy.



**Risa I. Cox**

Managing Director, Kaizen Global Enterprises

# 1. Our Core Values

**Demonstrate Responsibilities –**

Longevity of organizations and sustainability of the world we live in;

**Build Trust –**

relationships based on humility, integrity, intent, capability and results;

**Pursue Knowledge –**

profound knowledge and wisdom based on practice and reflection;

**Focus on Our People –**

respecting and nurturing of everyone committed to the team;

**Act with Concern for Our Clients –**

intimacy with customer needs and delivery of world class solutions;

**Live The KAIZEN™ Way –**

demonstrating a Continuous Improvement mind-set and in all we do.

# 2. Our Brand Promise

**Kaizen Institute provides authentic, practical, and holistic services worldwide.**

**Authentic**

In June of 1985, Masaaki Imai founded Kaizen Institute in Switzerland, pioneering the original KAIZEN™ consulting firm, specialized in Continuous Improvement and achieving enterprise wide operational excellence. KAIZEN™ practices and concepts were integrated, as a timeless business methodology, and first introduced publicly through Imai's bestseller "Kaizen – The Key to Japan's Competitive Success" (McGraw Hill 1986).



**Practical**

Our team of highly trained professionals partner with our clients, working closely together to provide customized solutions. Our approach goes far beyond theoretical coaching, advising and reporting. We help clients know their gemba, in a very thorough way, via the learning by doing method and effective knowledge/skills transfer process, establishing Continuous Improvement capabilities throughout the organization.



**Holistic**

The work we provide is to improve our clients' organizations, as a whole; providing a systematic approach of training and coaching people at all levels, improving processes within each business function, ensuring activities are being supported by the organization's strategic direction, while establishing a sustainable culture of ongoing improvements and value added results. Ultimately, we support all KAIZEN™ efforts, yielding a collaborative environment, while achieving sustainable operational excellence.



**Worldwide**

Beyond the services provided by our local offices, our Global Operations, supported by the regionally focused infrastructure for Europe, the Americas, Asia-Pacific, Middle East and Africa, enables our company to better serve our clients as a unified global team, while working with local cultures and languages that our clients demand and have come to expect.



### 3. Our Responsibilities

**Kaizen Institute is dedicated to ensuring our actions support society, our clients and our people. We behave, act, and provide superb service for our clients, preserving our own authenticity and roots based on the responsibilities within this document. Anything that is not legal per local laws or against our ethical and professional values will be pursued and investigated. It is the duty of management to do so and continuously assess these priorities. Further, our commitment includes supporting the UN Global Compact and their Sustainable Development Goals (SDGs). We comply to various national, regional, and international sanctions to determine where and how we provide services.**

#### **To clients**

Success of our clients is at the core of our business model. We are committed to building client capabilities to sustain improvement, create visible and lasting value, preserve client confidences, and build enduring relationships based on trust and commitment.

#### **Legal and Ethical Service**

We act according to local laws of the jurisdiction, to include but not limited to not providing services related to terrorism, fraud, money laundering, or any criminal activities, or offering and accepting gifts. Further, we will refuse unethical, illegal, or corrupted businesses and eliminate the conflict of interests in how we work.

#### **To Employees and People**

It is mandatory for all executives, directors, and managers of Kaizen Institute to implement the KAIZEN™ way of working. This includes, but is not limited to, the KAIZEN™ principles, Hoshin implementation, and the KAIZEN™ Business System, based on our own methodology. We are committed to support, motivate, and educate our people, so that we can provide the highest level of service to our clients. Further, we must make decisions that enhance the health and growth for the entire organization and our clients.

#### **Diversity, Equity, and Inclusion**

A diverse and inclusive culture is one of our strengths. Our members are expected to respect everyone and support a working environment that thrives on diversity, while protecting our authenticity and roots.

#### **Discrimination and Harassment**

We do not tolerate any form of discrimination or harassment. This is applicable to all interactions, employee, or non-employee.

#### **Human Rights**

Our actions support and respect human rights. Human rights requirements must be met in the working environment, whether in our own or our clients'. We must strive to create a safe, healthy, and just working environment and culture.

#### **IT, Communication, and Media**

All members are required to fulfill our security requirements and protect our organization's data. This is expected when using social media and any other form of electronic communication. When corporate technologies are used, any data that goes into it will be corporate property and may be reviewed by the company if it is legal in local jurisdiction.

#### **To Society**

Kaizen Institute has the obligation to conduct business as a responsible corporate member of society, comply with applicable laws and regulations, support fundamental human rights in line with the legitimate role of business, and give proper regard to health, safety, and the environment.

**"Improving the World with Everyone, Everywhere, Every Day – The KAIZEN™ Way."**



### **Environment**

We are continuously improving our environmental efforts, including our methodology and business system to sustain the environment through our spear of influence with our service. Our people must consider the environmental impact when making work-related decisions.

### **Community Service**

All our offices and people are encouraged to provide community service. This could be by providing KAIZEN™ methodology and training for disadvantaged people, engaging with either Kaizen Foundation or KAF CIA, or volunteering with local and global partners, as examples.

### **How to Comply**

As we expect 100% compliancy by all our members to this Code of Conduct, we need a system to improve our working practice. If you have any questions, need guidance, or observe possible violations of our values, policies, or Code of Conduct, you are obligated to inform either your local manager or the Corporate ESG office (esg@kaizen.com). It takes everyone to achieve our goal of full compliance.

## 4. Our Corporate Principles

**As part of Our Corporate Principles, we commit to the Ten Principles of the UN Global Compact: Human Rights, Labor, Environment & Anti-Corruption (#1-10). In addition, we adhere to the principles of Compliance, Health & Safety, Ethics, Political and Sanctioned Activities, and Sanctioned Territories (#11-15).**

### **Human Rights**

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

### **Labor**

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

### **Environment**

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

### **Anti-Corruption**

10. Businesses should work against corruption in all its forms, including extortion and bribery.

### **Compliance**

11. Kaizen Institute complies with all legal and regulatory rules and policies within each business jurisdiction.

#### **Health & Safety**

12. We ensure that all local offices comply with the local and national jurisdiction's health and safety requirements.

#### **Ethics**

13. Our work is guided by our ethics both internally (how we run our business) as well as externally (how we provide professional services to our clients).

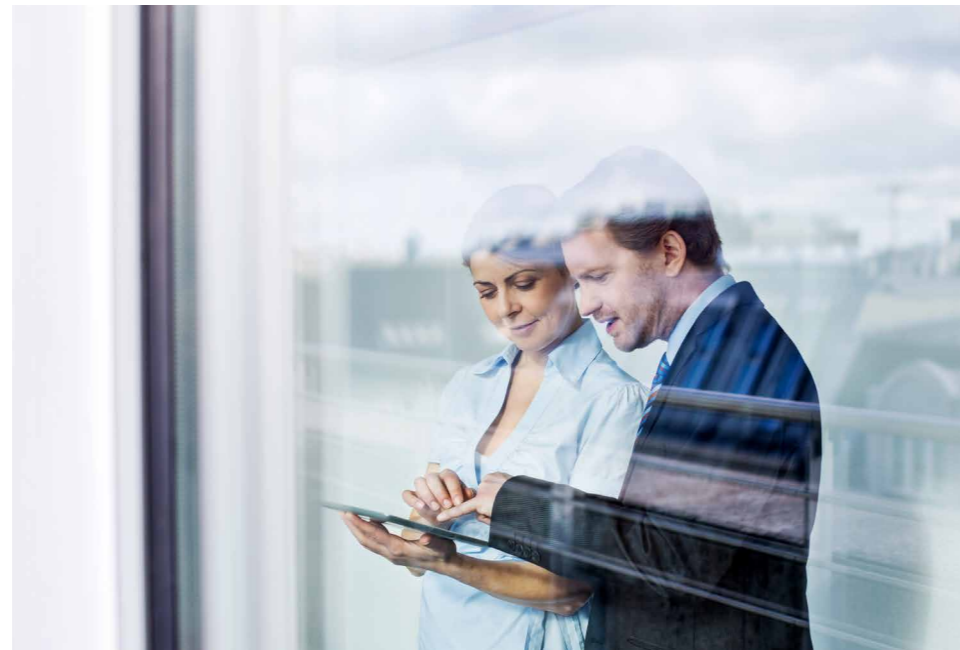
#### **Political and Sanctioned Activities**

14. We act in a socially responsible manner within the laws of the countries in which we operate in pursuit of our legitimate commercial objectives; and we do not support the manufacturing or exploitation of any weapons of war, nor its related ammunitions.

**"We commit to the  
Ten Principles  
of the UN Global  
Compact."**

#### **Sanctioned Territories**

15. Our services and business activities are not delivered within jurisdictions which are sanctioned by the UAE, Swiss and/or USA governments, or by Kaizen Institute and Kaizen Global Enterprises.



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