



# Code of Conduct

KPMG in Jordan

---

May 2019







# Table of Contents

---

- 01** Leadership message
- 04** Introduction
- 06** Our Values
- 08** Commitments
- 12** Responsibilities — How to apply the Code
- 15** Where to get help
- 16** Compliance with the Code

---

# Leadership message



At KPMG, we have a great deal to be proud of; we also have a lot to live up to. It begins with an unwavering commitment to quality and integrity. This commitment is fundamental to meeting our responsibilities to our people, clients, communities, and the capital markets.

Our Code of Conduct expressly lays out the expectations of ethical behaviour for all the people of KPMG Jordan, built on the foundation of the KPMG Values, our set of shared values and principles. It sets out the commitments we make every day, defines how we perform as individuals and as leaders, and encourages us to act as role models, promoting ethical behaviour and ensuring that our own actions serve to reflect and reinforce our values.

The Code of Conduct is closely modelled on the KPMG Global Code of Conduct which was published in 2018. Since then, it has evolved to meet the changing needs of the markets and communities we serve. It provides the framework for our organization as we navigate an increasingly complex, interconnected, and uncertain marketplace. The Code reflects how we live the attributes of our strategy—expert, global mindset, forward-thinking, value-adding, and passionate—to deliver our knowledge and insights to our clients with clarity and perspective, which we refer to as the KPMG Difference.

While our fundamental values and principles have not changed, the Code keeps pace with developments in law, regulation and professional ethics, such as making specific commitments against bribery and corruption and acting in the public interest while delivering high quality services.

In addition, it takes account of our responsibility to consider the issues of the world at large and our role in being a positive agent of growth and sustainability. Our enhanced commitments to communities include contributing to a better functioning market economy, acting as a responsible corporate citizen, and focusing on sustainability.

We are also committed to ensuring that we stay at the forefront of good governance. Specifically, this requires us to ensure that we always deliver high quality services to our clients, exercise objectivity, and demonstrate our professional competence and act with due care. We preserve client confidentiality, have due regard to the wider public interest in our decision making and last but by no means least always uphold our core value of integrity. Each of these principles is set out in the Code of Conduct.

We continually strive to raise our expectations of ourselves, to equal the high standards set by our Code of Conduct. We are building on the quality and integrity that are at the heart of KPMG, which will enable us to be a solid contributor toward stronger more sustainable futures for our clients, our people and our communities.

## **Hatem Kawasmy**

Managing Partner, KPMG Jordan







---

The Code will be kept under review in light of comments and suggestions, in order to maintain it and keep it up to date.

The Code connects our Vision to be the Clear Choice with detailed policies and procedures that member firms and our people follow.

---

---

# Introduction

Our Vision is to be the Clear Choice for our people, clients and the public, through knowing how to balance global strength and consistency with local relationships.

In order to do this, we strive to demonstrate that:



Our people are extraordinary



Clients see a difference in us



The public trusts us

A core component of achieving this is to have a Code of Conduct that clearly sets out what is expected of our people and promotes a consistent KPMG environment and culture. The Code is a summary of this environment and culture, and the many factors which together will help foster our values across the KPMG network.

The Code is a publicly available document that may be accessed through the KPMG website at [www.kpmg.com/jo](http://www.kpmg.com/jo) that identifies the Values that everyone at KPMG lives by.

## The Code is intended for use:

- By all our people, to understand what is expected of them and the responsibility resting on each of them to make sure we all adhere to the Values, for the benefit of each other, KPMG, clients, and the wider communities in which we operate
- By our leadership and management teams, to help them ensure that the decisions they make, the role models they are and the expectations they have of their colleagues take into account both their responsibilities and the organization's Values
- By new and prospective employees
- By regulators, clients, suppliers and the general public, as they seek to understand the values of the organization with which they are dealing.





2,568,790
976,819
669,870
121,000
421,045
179,984
600,144
279,993
98,420
244,353
75,380

2
9
16
23



---

# Our Values

**Ethical values are the foundation of business ethics. KPMG Values lie at the heart of the way we do things. They define our diverse and inclusive culture and our commitment to the highest principles of personal and professional conduct.**

**We lead by example** — at all levels acting in a way that exemplifies what we expect of each other and our member firms' clients.

**We work together** — bringing out the best in each other and creating strong and successful working relationships.

**We respect the individual** — respecting people for who they are and for their knowledge, skills and experience as individuals and team members.

**We seek the facts and provide insight** — challenging assumptions, pursuing facts and strengthening our reputation as trusted and objective business advisors.

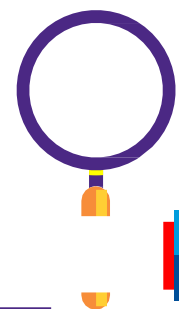
**We are open and honest in our communication** — sharing information, insight and advice frequently and constructively, and managing tough situations with courage and candor.

**We are committed to our communities** — acting as responsible corporate citizens and broadening our skills, experience and perspectives through work in our communities.

**Above all, we act with integrity** — constantly striving to uphold the highest professional standards, provide sound advice and rigorously maintain our independence.

We **aim** to live the Values, acting as role models and promoting ethical behavior.

---





---

# Commitments

**KPMG and our people  
commit to acting lawfully,  
ethically and in the public  
interest.**

While compliance with applicable laws, regulations, professional and quality standards is fundamental, our commitments extend beyond compliance to broader obligations to clients, our colleagues and society as a whole.

## **Our collective commitments:**

### **Complying with laws, regulations and standards**

- We fully comply with all laws, regulations and professional standards that apply to us.

### **Working with the right clients and third parties**

- We carefully evaluate prospective clients and third parties with whom we intend to work, including government entities. The factors assessed include assessing their integrity and the environment in which they operate.
- We will not work with clients, or enter into business relationships with third parties, who do not live up to our core ethical standards as exemplified by our Values.

### **Focusing on quality**

- We are committed to delivering a high-quality service, applying KPMG methodologies and procedures, and following professional standards.
- We only accept engagements that we can perform consistent with our high-quality standards.
- We address challenging situations in the right way, by applying professional ethics and consulting with experienced people to reach the right conclusions.
- We strive at all times to protect and enhance KPMG's brand and reputation.



## **Maintaining our objectivity and independence**

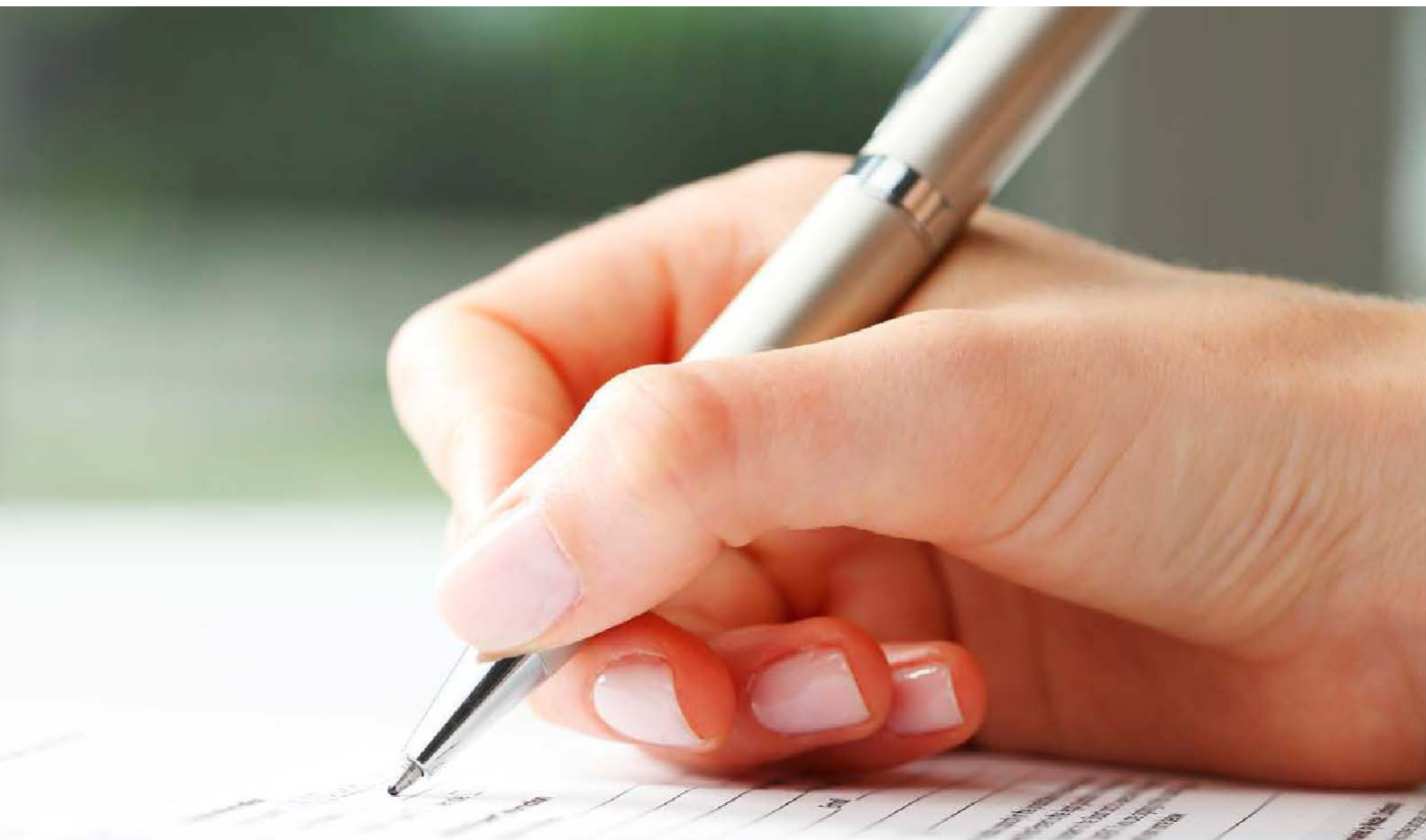
- We maintain our objectivity in all the work that we do and do not allow bias, conflicts of interest or undue influence to override our professional or business judgments at any time, including in deciding to accept or continue with clients or engagements.
- We maintain our independence as auditors, following the spirit as well as the letter of the rules, regulations and standards, and understanding how the public may perceive our role.
- We identify and resolve conflicts of interest before accepting an engagement that would present a potential conflict.
- We have strict gift and entertainment policies, which are at least as restrictive as relevant regulations require.

## **Not tolerating illegal or unethical acts**

- We do not tolerate behavior within KPMG, by clients or suppliers, or public officials with whom we deal, that is illegal, unethical or breaches human rights.
- We do not accept or offer bribes, or participate in corrupt practices, and have a zero tolerance for bribery and corruption in any form by any party.

## **Protecting information**

- We protect clients' confidential information and only use it for proper business purposes.
- We respect an individual's privacy and the confidentiality of their personal data, and do not use personal information other than for the purposes for which it was obtained.
- We prohibit the use of information for insider trading.
- We keep assets and resources safe and use them only for appropriate business purposes.



- We respect the intellectual property of KPMG, clients, our competitors and third parties.

### **Competing fairly**

- We promote KPMG's services honestly and compete fairly.
- We unequivocally support the goal of a free and competitive market.

### **Helping our people to be extraordinary**

- We are committed to providing a work environment free from harassment including sexual harassment.
- We are committed to equality and to a culture that is free from discrimination whether based on race, ethnicity, gender, gender identity, sexual orientation, disability, age, marital status or religious belief.
- We treat everyone with respect and dignity.
- We value, celebrate and create an inclusive environment where everyone can thrive.
- We value work/life balance.
- We maintain a just and fair approach to remuneration.
- We provide a safe and healthy work environment.
- We invest in our people's professional development so that they can reach their full potential.
- We encourage our people to raise ethical and professional issues without fear of retaliation.
- We train our people to be objective, ethical and professional.

### **Being responsible corporate citizens**

- We act as responsible corporate citizens, playing an active role in global initiatives relating to climate change, sustainability and international development.

- We aspire to the ten principles of the UN Global Compact.
- We encourage good corporate citizenship.
- We enhance the role of the accounting profession and build trust in the global capital markets.
- We contribute to a better functioning market economy.
- We manage our environmental impacts so as to limit them.
- We work with other businesses, governments and charitable organizations to create stronger communities.

### **Building public trust**

- We know that the way KPMG professionals work is just as important as the work itself. It requires a relentless focus on quality, keeping public trust responsibilities at the forefront of everything we do, doing the right thing in the right way, every day.
- Setting the right 'tone from the top' is essential. There is importance in continually reinforcing a commitment as leaders and professionals to earn the public's trust every day.
- Public trust is also built through engaging with a broad group of external stakeholders — from regulators, investors and clients, to local communities and other spokespeople for the civil society. These discussions are sometimes challenging, but they bring different perspectives and new thinking on how KPMG firms can continue to develop and meet the changing business landscape and societal expectations.

Further details on KPMG's commitment to building public trust can be found in our latest Transparency report, available on <http://www.kpmg.com>.





---

# Responsibilities

## — How to apply the Code



### Guidance

The Code acts as a framework to help make ethical decisions.



### Individual responsibilities

Everyone in KPMG should:

- **Stay informed about laws, regulations, professional standards and KPMG policies that apply to you in your work.** Participate in training, read communications, use KPMG resources, consult as necessary.
- **Stand firm against pressure to achieve targets or to act in an inappropriate way.** You should never compromise on KPMG Values. Do not be afraid to express differences of opinion or deliver unwelcome messages.
- **Conduct your personal affairs in a manner that is consistent with the Code.**
- **Speak up if something does not seem right.** Our people have a responsibility to speak up when they see behavior inconsistent with our Values. See next page for “Where to get help”.
- **Consult when in doubt.** You are not expected to know everything. You should also consult if you think you or someone else might have made a mistake.



## Leadership responsibilities

If you have a leadership role — whether a partner, senior director or the supervisor of a small team — you should also:

- **Lead by example.** Show through your actions what it means to act with integrity and to act in accordance with the principles of the Code. Be prepared to do the right thing.
- **Support your team.** Ensure that those you lead know and understand the Code and have access to the resources they need to adhere to the KPMG Values.
- **Develop your team.** Set clear, measurable and challenging goals that promote ethical behavior and the highest standards of client service.
- **Uphold exemplary standards.** As a leader, you should enforce KPMG Values and standards consistently and fairly, and promote compliance with the Code among those you lead.
- **Exercise your judgment.** Respond thoughtfully and carefully to those who raise questions and concerns in good faith.
- **Be accountable.** You should be prepared to be held personally accountable for any shortcomings in your own behavior as well as those of the people you lead.



## Dealing with ethical dilemmas

Our ethical behavior — that is to say our personal recognition of what is appropriate, what is right and what is in the wider public interest — should guide our response to the situations that arise in the course of our work at KPMG. These behaviors must clearly be compliant with the applicable laws, regulations, standards and KPMG policies. At the same time, they should reflect wider ethical considerations, including our Values and Commitments.

This applies to personal actions and to those of the team or KPMG as a whole.

The Ethics Checklist set out below has been prepared to help you decide how you should respond to day-to-day dilemmas as well as difficult decisions or situations.



### **Always ask yourself:**

- Is my behavior consistent with KPMG Values and ethical or professional standards?
- Does my action comply with KPMG policy and applicable laws or regulations?
- Does my decision reflect the right thing to do?
- Is my decision being driven by responsible professional judgment?
- Am I capable of making an objective decision or do I need to consult?
- Could a failure to consult on a decision be seen, in hindsight, as a mistake?
- Am I confident that my decision would not cause KPMG reputational and brand damage if it were made public?
- Do the actions taken by a colleague or client comply with the applicable laws, regulations and ethical standards and (if a colleague) the KPMG policy?

If the answer to any of these questions is 'no,' or if you are not sure, then you need to get help. This includes situations where:

- You are uncertain about the interpretation of applicable policies, laws, regulations or professional standards — many of these can be complex
- Differences of opinion make the course of action unclear
- Potential actions (or inaction) or decisions make you uncomfortable
- The situation you are involved in is complex or high risk



---

# Where to get help

**Help and guidance are always available. You are not expected (and should not try) to deal with complex situations on your own.**

There are many avenues available to get help and you should select the ones you think are most appropriate for the situation. Examples of where to go for help include:

- Your supervisor, line manager or performance manager
- Your engagement partner or responsible individual (RI)
- Your member firm's:
  - Head of Risk Management
  - Human Resources professionals
  - Internal legal counsel

In exceptional cases where an individual is unable to raise concerns with any of the people listed above, KPMG also provides a whistle-blowing hotline. [www.clearviewconnects.com](http://www.clearviewconnects.com)

Cases referred to and within the scope of the hotline are investigated under the supervision of an independent ombudsman. In all cases, reports are taken seriously. KPMG adheres to a non-retaliation policy so that no-one will be disadvantaged or penalized for making a report in **good faith**.

Additionally, you may access regional or global sources for help or advice, or to report concerns, when necessary. These resources include:

- Area Quality & Risk Management leader ([Darren Turner](#))
- Regional Risk Management partner ([Faraz Ilyas](#))
- Global Quality & Risk Management
- International Office of General Counsel
- International Hotline — [www.clearviewconnects.com](http://www.clearviewconnects.com)

---

# Compliance with the Code

Everyone at KPMG is required to comply with the Code and to confirm their compliance with the Code.

KPMG people are required to take regular training covering the Code.

The Code reminds each of us how to behave, regardless of the challenges we face as professionals, in our local business environment.

## Speaking up

If you see something you are uncomfortable about, we encourage you to speak up. This includes situations where you believe that colleagues are acting inappropriately or not in compliance with the Code.

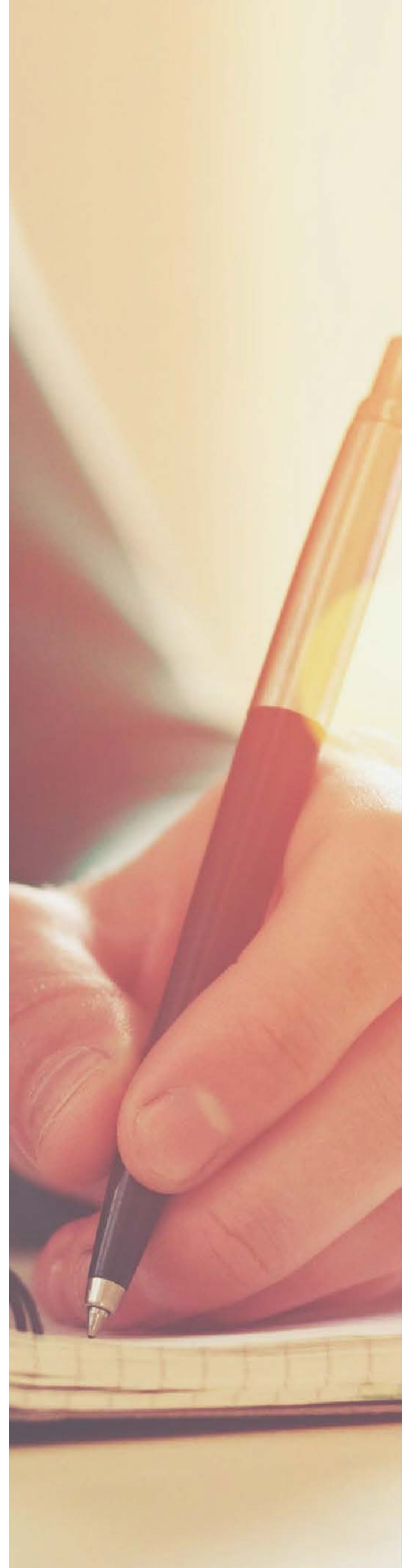
Everyone at KPMG is responsible for reporting — and is required to report — any activity that could potentially be illegal or in violation of our Values, KPMG policy, applicable laws, regulations or professional standards.

KPMG will take action where non-compliance with the Code or relevant supporting policies or procedures are identified.

This includes situations when you know or suspect that colleagues, clients or parties associated with clients, or suppliers, subcontractors or associated third parties are engaged — or may be about to engage — in illegal or unethical activity.

It does not matter how large or small the matter is or who is involved.

Individuals who report in **good faith** will not suffer any detriment, regardless of whether or not the concern is ultimately substantiated. KPMG and KPMG personnel are prohibited from retaliating against individuals who 'raise their hand' and speak up in **good faith**. Retaliation is a serious violation of the Code and any retaliation by a KPMG person will be subject to disciplinary action.





[kpmg.com.jo](http://kpmg.com.jo)



© 2019 KPMG Kawasmy & Partners, a partnership registered company in Jordan, and member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.  
The KPMG name and logo are registered trademarks or trademarks of KPMG International.