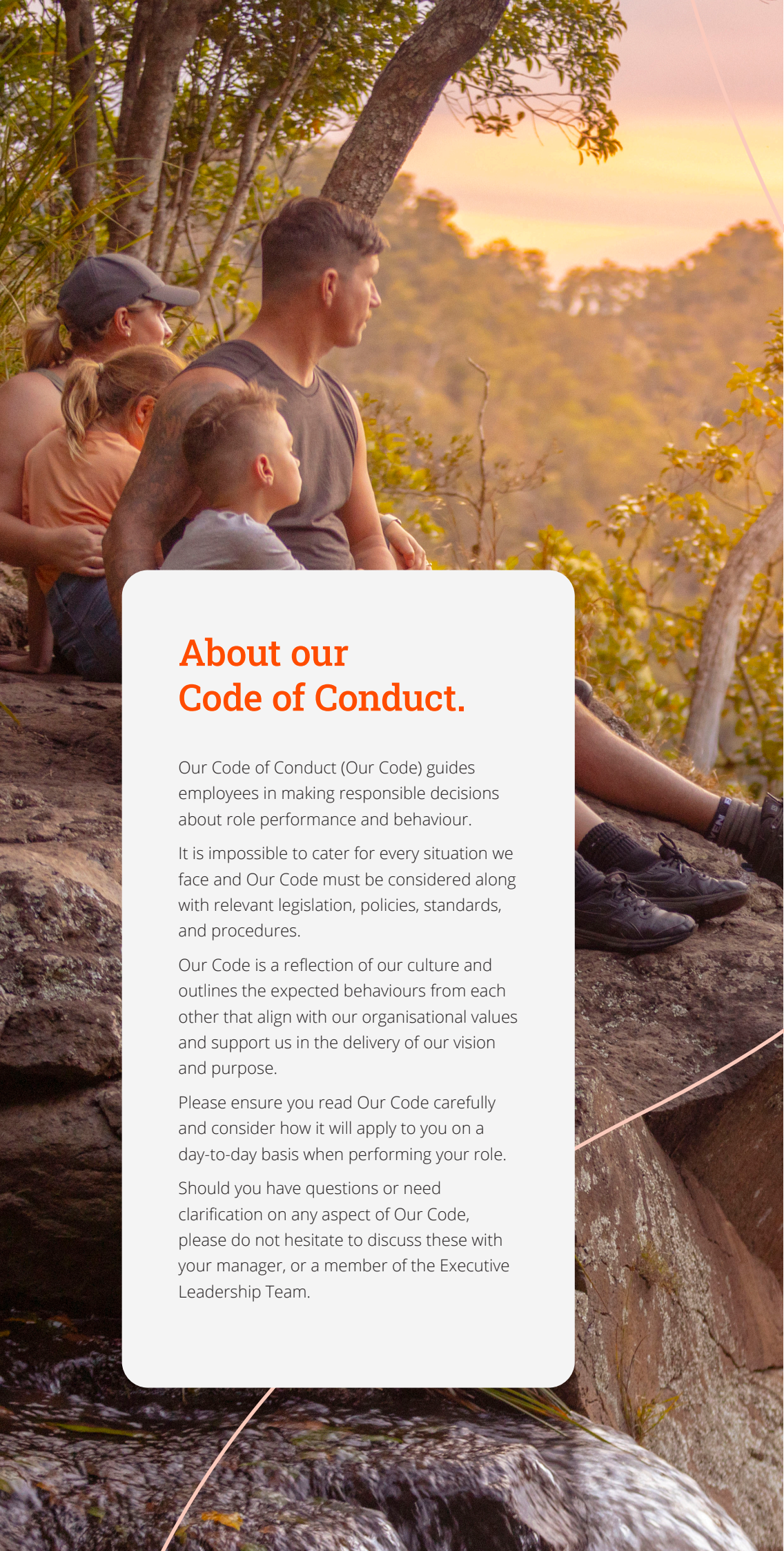




# Employee Code of Conduct







## About our Code of Conduct.

Our Code of Conduct (Our Code) guides employees in making responsible decisions about role performance and behaviour.

It is impossible to cater for every situation we face and Our Code must be considered along with relevant legislation, policies, standards, and procedures.

Our Code is a reflection of our culture and outlines the expected behaviours from each other that align with our organisational values and support us in the delivery of our vision and purpose.

Please ensure you read Our Code carefully and consider how it will apply to you on a day-to-day basis when performing your role.

Should you have questions or need clarification on any aspect of Our Code, please do not hesitate to discuss these with your manager, or a member of the Executive Leadership Team.



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# Overview of our Code of Conduct.

Mates4Mates is dedicated to meeting the needs of our clients and their families to help rebuild lives. We provide support that positively impacts the lives of veterans, and their families, who are experiencing physical injuries, mental health impacts and social disconnection.

## **We take our role seriously.**

We have a responsibility to one another—we have a team who are passionate about our work—and to the wider community that trusts us to always do the right thing.

Our Code outlines the responsibilities that we each have as members of the team to uphold the standards of our organisation.

It outlines our commitment to always:

- Act in the best interests of our colleagues, stakeholders and wider Defence community;
- Comply with the law, adhere to organisational policies, and uphold ethical standards;
- Protect organisational assets, information and the reputation of our organisation; and
- Embody our values of; integrity, compassion, innovation and collaboration in our work.





A photograph of a middle-aged man with short, grey hair, wearing a blue t-shirt, laughing heartily. He is seated at a wooden table in a room with large windows in the background. To his right, the arm and shoulder of another person in a dark shirt are visible. In the foreground, the hand of a third person is partially visible on the left. The scene is brightly lit by natural light from the windows.

We all carry the responsibility of cultivating in ourselves and each other **the behaviours and practices that enable us to behave and perform well in our workplace.**



# Applying our Code of Conduct.

Our Code is designed to help you as an employee to make sound and responsible decisions when working with colleagues, clients, suppliers, and other stakeholders.

Our Code offers a set of principles and responsibilities that guide the behaviour of our people. It is challenging to define every situation where our people may need to draw upon the principles of the Code. Our Code should be read in conjunction with relevant policies and procedures.

If you are ever in doubt about any of the following questions, or about how to respond in a particular situation, you should always seek guidance from your manager, or a member of the Executive Leadership Team.

## **When facing situations that are not covered by Our Code, you should consider your responses to the following questions:**

- Am I authorised to make the decision?
- Is the action legal? Does it contravene laws or regulations? Could I justify it in court?
- Is my decision aligning with the spirit of our values, expected conduct, policies and procedures?
- How would the decision look if published in a national newspaper?
- Would I feel comfortable explaining my decision to my family and friends?
- Does it feel right?



# Living our values.

**Our values unite us  
as one team.**

Our Code directly aligns with our values and together set the expectations and standards of workplace behaviours. These behaviours will enable us to build a reputation across all areas of the organisation and to be a great place to work. Our values also ensure continued alignment and enhancement of our purpose to help make life better for the Australian Defence Force (ADF) community affected by injury and trauma.

**To make life  
better for the  
ADF community  
affected by injury  
and trauma.**

**An Australia where all members of the  
ADF community are supported physically,  
psychologically and socially.**



## **Integrity**

We are always true to our Mission and treat everyone with openness and honesty.



## **Innovation**

We are problem solvers, innovating and adapting to ensure we provide holistic services that enhance lives.



## **Compassion**

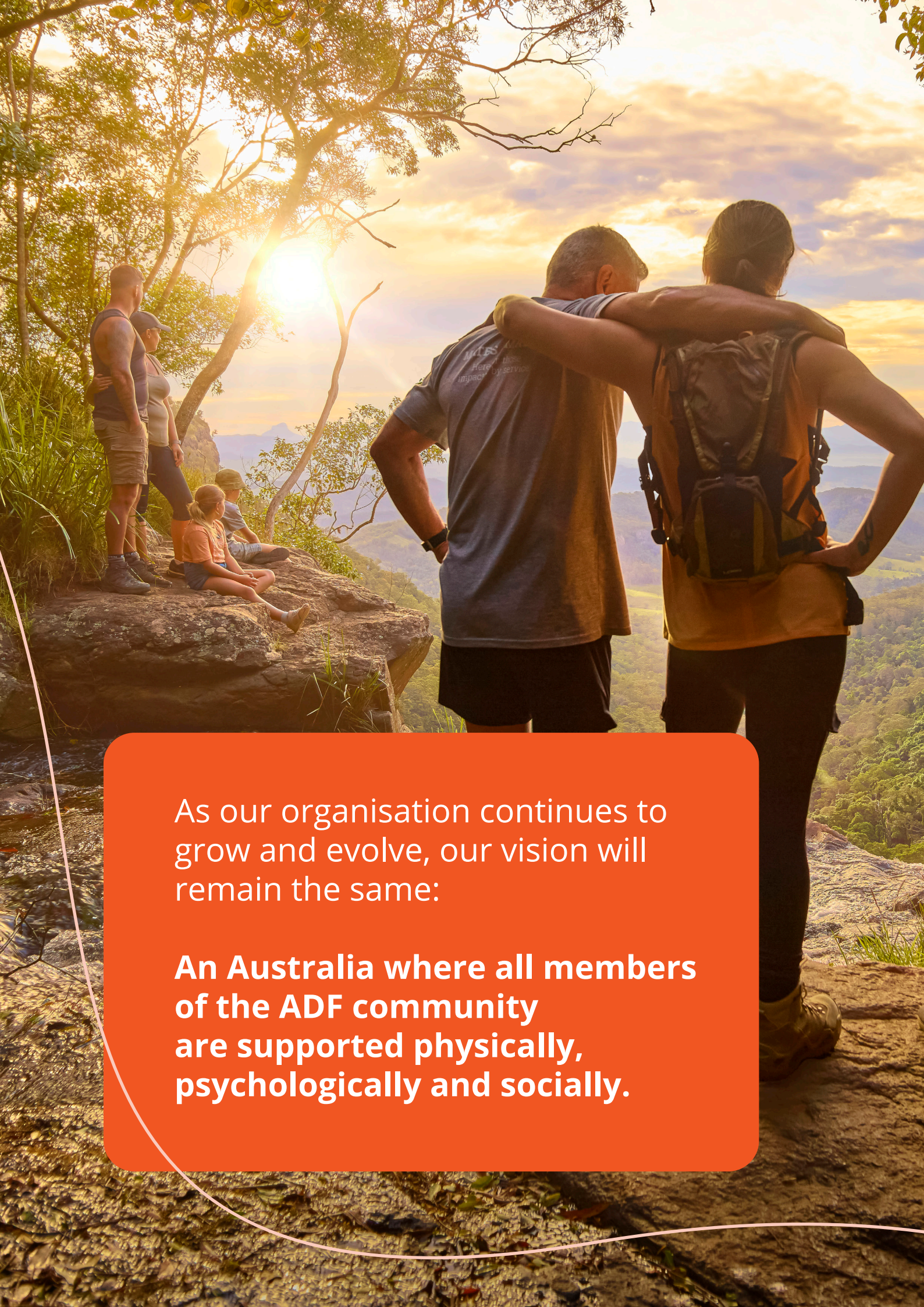
We provide a welcoming space for all; you will find empathy, understanding, care and respect.



## **Collaboration**

We foster a collaborative culture and work collectively as a team with clients, stakeholders and partners to deliver positive outcomes.





As our organisation continues to grow and evolve, our vision will remain the same:

**An Australia where all members of the ADF community are supported physically, psychologically and socially.**



# Holding ourselves to the highest standards.

## **We conduct our operations ethically and comply with all applicable legal and legislative requirements.**

We are subject to laws and regulations including financial, organisational, disclosure, and other requirements. Our compliance is essential for us to continue to provide the services we do for our clients.

It is important for you to be aware of and comply with all duties and obligations that apply to you under the law and regulations relevant to your role.

Your leadership team will endeavour to keep you informed about relevant changes and obligations, and you will have access to policies, procedures and experts for guidance, however it is your responsibility to ensure your knowledge is current and you are compliant.

## **We are professional at all times.**

Our professionalism shines through in how we present ourselves and how we behave. Our professionalism is reflected in our values and we live it every day when we respect each other, deliver on our promises, show commitment, are courteous, considerate, punctual and always look to do better.

Professionalism is not just restricted to the workplace. As an employee, we are mindful of our behaviour outside of work hours and in social settings. We never behave in ways that could reasonably be seen to damage our reputation.

## **We avoid actual, potential and perceived conflicts of interest.**

As an employee, you must actively seek to avoid all conflicts of interests. If unavoidable, you must declare all potential conflicts of interest before they happen. Conflicts may include personal or family relationships with clients, suppliers and vendors or any situation in which you may, or it could be perceived that you may, benefit from business activities and relationships or may influence organisational decisions.

**Professional boundaries must be observed and employees are required to disclose any personal relationship with a client to their manager.**

## **You must disclose any dealings that may mean you:**

- Do personal business with, or are employed by, or provide services to an organisation that is a competitor of Mates4Mates
- Do business with companies in which Mates4Mates or its employees' families have major interests
- Do business with a supplier because they have given us a gift or benefit
- Seek to run for, or hold, a public office that may impact our organisation
- Have an immediate family member employed by a direct competitor in a senior role.

## **We assess and manage risk appropriately.**

There are elements of risk in all aspects of our operations. If not mitigated, some risks may impact our ability to operate or endanger the lives of employees, clients and/or the community. However great or small, we all have a responsibility to identify and manage risk in accordance with our risk management policies and procedures.

## **Our reputation is precious and we protect it.**

We have a proud history as a leading charity actively changing lives for members of the ADF community impacted by service. Our reputation is vital to our standing in the community and those we support.

When comments are made by employees to the media, they may be seen as representative of the entire organisation. For this reason, any request from the media for comment must be approved by the Head of Communications and Marketing or the Chief Executive Officer.

Consideration is to be given to your social media presence and ensuring that in your interactions online, your personal comment or opinion does not cause damage to our reputation or relationships with key stakeholders. This includes actions taken by you outside your working hours.

Any invitation to speak at conferences, seminars or similar where you are representing Mates4Mates must also have the approval of the Head of Communications and Marketing or Chief Operating Officer before being accepted.

## **We accept and give praise, but not gifts or incentives.**

At times, suppliers and vendors may offer gifts or incentives with the expectation that they will retain or be awarded work, gain some advantage, or influence a decision. Employees must therefore never accept or give gifts or incentives that may (or may be perceived to) provide an advantage to the gift giver or create a sense of obligation on the receiver's part, irrespective of the value of the gift.

Refer to the Gifts and Benefits Procedure for more information as to when it is acceptable to accept or offer a gift.



## **We comply with the law.**

You must comply with all applicable laws, regulations, codes of practice, and standards of any government, regulatory organisation or professional association governing the activities of Mates4Mates. Ignorance of the law or good intention does not excuse your obligation to comply. If you are uncertain about the interpretation of any applicable law or regulation, or in the event of any actual or potential breach, you must report this to your manager.

Any convictions for criminal offences that may impact upon your ability to perform the inherent requirements of your position must be reported to your manager. This may lead to termination of your employment.

## **We use our property and assets responsibly.**

Employees must take good care of all property and assets and ensure they are used for their intended purpose in an economical and efficient manner.

## **We use our position within the organisation to support the community and not for personal gain.**

Mates4Mates is a well-recognised name in certain parts of the community. This allows us to garner support for our services and benefits for our clients. Employees must not leverage their positions or the organisation for personal gain or political purposes.

## **We support our clients and provide the best service possible.**

We all have clients, whether external or internal, and we all strive to provide them with excellent levels of service. Our clients may not always be happy. However, we treat each and every client with courtesy and respect. Employees must act to safeguard and protect the welfare of all clients when they are in contact with our services.

## **We are what we wear.**

We're proud to have a "dress for your day" policy, allowing employees to scale the formality of their attire to match their work day. Employees are also provided uniforms at the commencement of their employment.

It is expected that regardless of whether you are meeting with external clients or spending the day at your desk, all employees should ensure they are clean, tidy, and maintain personal hygiene and grooming.

## **We don't buy RSL Queensland lottery tickets or similar.**

RSL Queensland is a major funding partner of Mates4Mates and because of this relationship, you and your family are not eligible to enter the RSL Dream Home Art Union. This ineligibility applies to spouses, defacto spouses, parents, step-parents, siblings, step-siblings, adopted siblings, children and adopted children.

Employees and families are also ineligible to enter raffles, competitions, etc., where Mates4Mates is a beneficiary.



At Mates4Mates, we value the safety and wellbeing of every employee, client, and contractor.

**We look out for each other and we promote a culture of safety and wellbeing, because our people are our greatest asset.**

#### **Our guiding principles:**

- Actively care for each other
- Strive to prevent injuries and illnesses
- No service or task is so urgent and important that we cannot do it safely
- We are responsible for our own decisions and actions
- We will promote and celebrate our success.



# Creating a safe and productive workplace.

## Safety is everyone's responsibility at Mates4Mates.

Every employee is empowered and expected to take immediate action for safety regardless of role, title or responsibility. If you see a situation that could put others at risk, report it immediately.

All employees and contractors must comply with our health, wellbeing and safety policies and procedures at all times. We all have a duty of care to protect ourselves and others from potential hazards. In all cases, we aim to meet or exceed applicable legal and other requirements, as we believe all accidents and occupational illnesses and injuries are preventable. This includes injuries of a physical and/or psychosocial nature.

### We work safe and look out for each other.

We take the safety of our employees seriously. We have put in place policies and procedures to ensure we meet our health and safety obligations and we expect employees to play their part.

As an employee, you can contribute to workplace safety by ensuring you understand and comply with relevant legislation, policies, procedures and instructions. If you see a situation that could put others at risk, report it immediately to either your manager, a member of the Executive Leadership Team or the Quality, Risk and Compliance team.

### My personal commitment to health and safety:

- *I will play an active role in ensuring my own safety and the safety of others*
- *I will lead by example*
- *I will speak up when I see risks, hazards or unsafe behaviours*
- *I will report all incidents*
- *I will be prepared and ready for work, and ensure that I am not adversely affected by alcohol, prescription medication or other drugs*
- *I will take care of the physical and mental health of myself and others*
- *I will encourage and support my colleagues to seek help if I am concerned that their health may be affecting their ability to work safely*
- *I will support our zero tolerance approach to occupational violence, bullying and harassment and take my reporting obligations very seriously*
- *I will complete all allocated training within the required time frames*
- *I will ensure to maintain my required certificates to perform my role such as CPR and First Aid.*

# We value and respect each other.

We are an inclusive, culturally safe, and diverse organisation. All of us should feel safe in the workplace, valued for our skills and diversity, and recognised for our efforts. Accordingly, our commitment and compliance with relevant legislation and policy is unwavering. Employees should be aware that aggression or disrespectful behaviour will not be tolerated towards our people, managers, clients, or the Defence family.

## **An example of this behaviour can be:**

- Inappropriate dress and standard of personal hygiene
- Profane or disrespectful language
- Demeaning, threatening or intimidating behaviour
- Inappropriate comments or jokes that have a racial, ethnic or sexual tone
- Comments of a sexual nature, including sexual innuendo
- Inappropriate touching or non-consensual sexual advances
- Outbursts of rage or violent behaviour, which may include, but not limited to, yelling, physical violence, throwing of an object, damage to property and/or verbal threats of physical violence
- Violation of professional boundaries relevant to your role.

All employees in supervisory and/or leadership positions must lead their teams with fairness, engage in constructive discussions, and allow alternative points of view to be expressed. It is a leader's role to ensure the psychological and physical safety of their team is considered when operationalising Mates4Mates strategic objectives.

## **Actively being difficult to work with is not accepted at Mates4Mates. This may be exemplified in the workplace by:**

- Repeated failure to respond to calls or emails
- Known resistance (active or passive) to recommended corrective action or failure to carry out reasonable management requests from your manager
- Open disregard for organisational policies and/or procedures
- Inappropriate arguments with colleagues, clients, suppliers or other stakeholders
- Unethical or dishonest behaviour
- Openly criticising a colleague, team or the entire organisation to clients or other key stakeholders
- Unfavourable commentary that undermines the trust in a colleague by the clients or key stakeholders
- Withholding information that is relevant to a colleague to perform their role to the required standard.





## **We take care of ourselves so we can give our best.**

The use and misuse of alcohol and other drugs can significantly impair our ability to perform at work. We are a dry organisation, therefore employees must not perform any work-related activities or remain in the workplace if they have consumed or are in the possession of alcohol or illegal drugs. This includes attending events as a Mates4Mates representative. Additionally, work-related tasks should not be performed if employees are adversely affected by prescription medication, including those prescribed by a medical practitioner.

Whilst we cannot dictate how people live their lives, we do encourage all employees to proactively look after their health and wellbeing. Doing so will have a positive impact on your productivity in the workplace and overall personal life.

If you are experiencing difficulties with drugs and/or alcohol, we will be supportive, where appropriate, to seek the medical support you require for recovery. This may include access

to personal leave, adjusted duties and access to ongoing support through our Employee Assistance Program (EAP).

## **We behave on social media as we do in person.**

Just like our words and actions, messages and graphics in electronic form can be offensive to some people. Ensure that you do not send racial, sexual, defamatory, threatening or obscene messages to your colleagues, clients, suppliers or other key stakeholders.

This includes your personal social media accounts if you are using these platforms to communicate with the above mentioned parties. It is also important to ensure that your personal social media accounts or statements don't represent our organisation without prior approval. To avoid situations that could be misunderstood and/or where you need to explain your actions, you may want to consider if the online connection could cause a conflict of interest or breach of your professional boundaries as an employee of Mates4Mates.



A man with a full grey beard, glasses, and a nose ring is looking off to the side with a thoughtful expression. He is wearing a dark shirt with a patterned collar. The background features a green living wall and a colorful patterned fabric.

We understand  
and respect the  
**importance of  
confidentiality.**

### Simple rules for internet and email:

- Don't view, download, retrieve, send or store material on your computer or any work device that contravenes the Code of Conduct
- Don't click suspicious links or open unexpected or suspicious attachments
- Don't use unapproved applications for work, where our information could end up outside our control
- Ensure you do not share organisation information to unauthorised parties
- Don't store organisation or personal information on removable devices or media such as USBs
- Don't leave any work devices unattended in public places
- Don't connect to open, unsecured wireless public hotspots (e.g., airport, hotels, cafes).



# Handling information confidentially.

**Depending on your role in the organisation, you may be privy to a variety of information that must remain confidential and not be disclosed to other parties.**

Confidential information includes all client and employee personal information, intellectual property and all commercially sensitive organisational information (i.e., donors, partnership, funding details, etc.).

Disclosure of confidential information should only occur under the following circumstances:

- the confidential information is publicly available; or
- you are legally required to make the disclosure.

If you are ever in doubt whether you are authorised to share information with a third party, you are expected to consult with your manager for guidance.

Employees and contractors are obligated to report all suspected data breaches as per our Data Breach Response Plan.

**We follow best-practices for managing information securely.**

Our information systems are provided by our major supporter RSL Queensland. Employees and students who require access to these information systems are bound by the terms and conditions Mates4Mates and RSL Queensland's Information Security policy, Information Asset Management policy and Acceptable Use policy. You will have access to information security policies, procedures and training, and it is your responsibility to review and understand your requirements and adhere to all elements. Anyone with access to the system should be aware that:

- Users are provided with unique accounts (IDs) and passwords that must not be shared with others;
- Legally, any information stored, received, communicated or sent on information systems is owned by the organisation; and
- Material stored, received, communicated or sent on the organisation's system, including email, internet and intranet, may be monitored.



# What to do if you have concerns.

Like all codes and rules, some people will, knowingly or unknowingly, act in ways that go against the intent of Our Code.

In some instances you may feel comfortable challenging your colleagues over behaviour or decisions that are not in accordance with our values or Our Code. In fact, this is a perfect example of you living our value of integrity.

When you observe or become aware of such behaviours, situations or decisions, and you don't feel comfortable challenging your colleague, and the behaviour is serious, then you are accountable to promptly report your concerns to your manager, or a member of the Executive Leadership Team.

In situations where you feel you are unable to make a voluntary disclosure about reportable conduct through your usual reporting processes, please refer to the Whistleblower Policy.

The Whistleblower Policy will also provide guidance on reporting and escalating unethical and other inappropriate behaviours. Under this policy, reports may be made confidentially and without fear of retribution.

You will face ethical dilemmas during the course of your employment with Mates4Mates. Should you be concerned that your own behaviour has not met the standards outlined in Our Code, you should seek guidance from your manager as soon as practicable.



# Possible responses to Our Code.

We value our culture and the services we provide to the community. We collectively understand the impact to our organisation and the clients we serve when employee conduct is misaligned to our overall vision, purpose and values.

Serious misconduct involves employees deliberately behaving in a way that is inconsistent with continuing their employment and/or engagement. Examples include: causing serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business; theft; fraud; assault; or refusing to carry out a lawful and reasonable instruction that is part of their role. Serious misconduct may lead to termination of employment and/or engagement, as applicable.

Any convictions for criminal offences and/or breaches of regulations that may impact upon your ability to perform the inherent requirements of your position may lead to termination of your employment and/or engagement, as applicable. We have a zero tolerance for individuals who possess, use, sell or distribute illicit drugs at work related premises.

A deliberate breach of legislation, confidentiality or intellectual property requirements; disruptive behaviour; or other breaches of the Code of Conduct from people will not be tolerated and may lead to disciplinary action. Breaches of conduct and/or disruptive behaviour create a hostile environment that interferes with the Mates4Mates and Defence community relationship and can result in errors of judgement or emotional outbursts, increased apprehension or anxiety, and decreased effectiveness of business operations and service delivery.

We are committed to operating in full accordance with our Code of Conduct, and with a no-blame culture.

Deliberate breaches of the safe work systems outlined in this Code or disregard for the safety of others will be subject to disciplinary action.



With mates behind  
you, there's power  
to move forward.

 **1300 4 MATES**

 **mates4mates.org**

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