

philippe rixhon associates

Code of conduct

Every day each one of us – being and working in a demanding and complex environment – faces tough choices. The integrity and professionalism we bring to these challenges define our reputation.

The code of conduct reflects our values:

- **stewardship** – building a heritage for future generations, meeting the commitments to all stakeholders
- **best people** – attracting the best partners for the business, stretching the people and developing a 'can do' attitude
- **value creation** – improving lives, creating long-term, win-win relationships and focusing on execution excellence
- **one global network** – mobilising the power of teaming to deliver consistently exceptional service anywhere in the world
- **respect** – valuing diversity, ensuring an interesting and inclusive environment and treating people as we like to be treated
- **integrity** – inspiring trust by taking responsibility, acting ethically and encouraging honest and open debate.

The code sets clear standards for our conduct. It presents each of us with an ethical and behavioural framework to guide our response to the choices we face. And it reflects the commitments contained in the definition of who we are: professionals who demonstrate integrity, respect and teaming, professionals who do the right things and the things right with energy, passion and the courage to lead.

The code is organised into five categories containing principles that must be used by everyone in all matters:

1. committing to quality and agility
2. working with one another
3. working with clients, suppliers and others
4. acting with professional integrity
5. endorsing the UN Global Compact.

Full compliance with the code of conduct is essential and each of us commit to it by being in professional, direct or indirect, relationship with **Philippe Rixhon Associates Ltd** and its affiliated organisations, **The Arya Foundation, Arya Ltd, Arya Technologies bvba, Jazz Music Ltd, Pan Music Ltd, L'atelier Spectaculaire Ltd, Chrysalide Ltd** and **Theatre Management Associates Sdn. Bhd.**

By delivering on the promise of the code of conduct, we demonstrate what we stand for and send a clear message to those we work with about the strength of our commitment to ethical behaviour and the delivery of professional quality. In this way we protect and enhance our reputation, ensuring our continued success and leadership.

1. Committing to quality and agility

We are effective – we do the right things.

We are efficient – we do the things right.

We are agile.

Being agile means possessing the skill to respond quickly, lightly and successfully to inevitable changes – new opportunities or risks. Being agile means possessing a substantial competitive advantage. We need to be flexible, proactive and timely in responding to ever quickening market driven requirements.

We are uncovering better ways of working by doing it and helping others to do it. We value:

- **individuals and interactions** over processes and tools
- **working results** over comprehensive documentation
- **collaboration** over contract negotiation
- **responding to change** over following a plan.

That is, while there is value in the items on the right, we value the items on the left more.

We are a community of professionals who are highly successful at delivering results. To achieve these results:

- we increase return on investment by making continuous flow of value our focus
- we deliver reliable results by engaging colleagues, clients and suppliers in frequent interactions and shared ownership
- we expect uncertainty and manage for it through iterations, anticipation, and adaptation
- we unleash creativity and innovation by recognising that individuals are the ultimate source of value, and creating an environment where they can make a difference
- we boost performance through group accountability for results and shared responsibility for team effectiveness
- we improve effectiveness and reliability through specific situational strategies, processes and practices.

We plan and deliver our work in chunks of outcome.

2. Working with one another

Integrity

We nurture integrity. We say what we think and we do what we say. We do not engage in behaviour that evades responsibility. We are honest and aim at the discovery of some truth.

Respect

We build relationships with each other based on a shared trust and confidence that each of us has a personal and professional commitment to do the right things and to do the things right.

We embrace multicultural experience and diversity as strengths. As such, we respect one another and strive for an inclusive environment free from discrimination, intimidation and harassment.

We respect and protect personal information about each of us in accordance with laws and professional standards.

Team working

We are committed to working in teams and are personally accountable to other team members for the contribution we make.

We are committed to communicating openly and honestly.

We consult with each other and value the perspectives of those who are different from us, as well as those who challenge our point of view.

We expect and deliver feedback regularly, candidly and constructively.

Knowledge

We encourage and support the professional development of each of us and promote individual achievement and continuous learning.

We acknowledge that each of us is responsible for keeping our professional knowledge up-to-date, and for sharing best practices.

We obtain, develop and protect intellectual property in an appropriate manner. We respect the restrictions on its use and reproduction.

3. Working with clients, suppliers and others

Integrity

We serve our vision¹ and our mission², not particular clients or suppliers. No external relationship is more important than our ethics, integrity and reputation. We do not work with clients, suppliers or others whose standards are incompatible with our code of conduct.

We commit to what we can deliver and deliver on what we commit.

We purchase and recommend goods and services on their merits.

We reject inappropriate pressure from clients, suppliers or others.

We are alert for personal and professional conflicts of interest and take immediate and appropriate steps to resolve or manage any that may arise.

Professionalism

We commit ourselves – as professionals – to uphold the trust placed in us by others.

We maintain and affirm our objectivity, independence and scepticism, recognising that these are critical to our professional responsibilities.

We are committed to delivering quality services that reflect our professional capabilities and are appropriate to the specific issues and needs of our clients.

We are robust and courageous in our challenge to clients and suppliers, and are not afraid to deliver unwelcome information to them.

Standards

We respect and protect confidential information obtained from, or relating to, third parties.

We do not use confidential information for personal gain.

We coordinate, as appropriate, with other members of our profession in matters of public interest.

We uphold the professional rules applicable to us and we actively work with the regulators and associations who oversee our professional conduct to ensure that rules and standards meet the continuously changing needs of our clients and suppliers.

¹ "The performing arts secure memorable experiences for audiences, sustainable platforms for artists and significant returns for investors." and the specific visions formulated by the affiliated organisations.

² "Philippe Rixhon Associates Ltd serves the performing arts – music, theatre and dance in any live or recorded combination." and the specific missions formulated by the affiliated organisations.

Reactivity

Each of us is reachable.

Members of a project delivering a chunk of outcome are physically or virtually collocated.

They conduct a periodical meeting at the beginning of the working period to report on progress, plan work, and ask/answer questions. They answer all requests within the project team as soon as possible.

We endeavour to answer all requests within 48 hours. The time is suspended during weekends and national holidays. Weekends and national holidays vary around the globe.

Some requests cannot be answered within 48 hours. In these cases, the requested and requesting people agree on a binding answer deadline within 48 hours.

As soon as possible we give each other notice of planned absences and ensure that cover is in place to pass on urgent communications when required. Absences due to force majeure are also announced as soon as possible.

Time

Our time is London time, i.e.

- GMT from last Sunday of October until last Sunday of March
- GMT+1 from last Sunday of March until last Sunday of October.

We respect mutually agreed deadlines set for a specific:

- day, at midnight (London time) on that day
- week, at midnight (London time) on the last English working day of that week
- month, at midnight (London time) on the last English working day of that month.

4. Acting with professional integrity

Integrity

We comply with laws, regulations and standards that apply to us in our personal and professional conduct.

We promote a culture of consultation. We address questions of ethics and consult appropriately to help resolve them. We do not hide or ignore issues.

Competition

We recognise that our competitive advantage is achieved through the excellence of our professional advice and the quality of our service delivery.

We are fierce but fair and honest competitors.

We reject unethical or illegal business practices in all circumstances. We do not offer personal inducement to secure anything.

Documentation

We maintain appropriate documentation of our projects and of our business operations in accordance with relevant legal and professional requirements.

We never destroy or alter documents, or recommend their destruction or alteration, for any illegal or improper reason.

Prices

We charge a fair price for our services in accordance with our terms of engagement and proposals.

Time and expenses

We report actual hours worked and expenses incurred.

5. Endorsing the UN Global Compact

We endorse the Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption.

They enjoy universal consensus and are derived from:

- the Universal Declaration of Human Rights
- the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work
- the Rio Declaration on Environment and Development
- the United Nations Convention Against Corruption.

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

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

6. Travel and Expenses Policy

1. Transport

Generally public transport, incl. taxis, should be used. Travels within the London Orbital (M25) are not reimbursed.

- Trains: first class tickets.
- Airplane: economy tickets for less than 5 hours' duration, business class tickets for more than 5 hours' duration.
- Urban transport and journeys to and from airports: public transport, incl. taxis.
- Car: will be used if no public transport is available; the current British rate of reimbursement (£0.40/mile) covers all costs related to the utilisation of the vehicle.

2. Accommodation

Generally four star hotels should be used.

The reimbursement covers effective accommodation costs namely invoiced to us or our subcontractors.

Effective accommodation costs include reasonable non-alcoholic refreshments and laundry charges; they exclude alcoholic beverages, video rentals, and in general all private costs not directly related to the need of accommodation.

3. Subsistence

A contribution is paid when a person has been away from his/her home/normal place of work for a period of –

- at least five hours and has incurred a cost on a meal: up to £10.00 based on receipt;
- at least ten hours and has incurred costs on meals: up to £20.00 based on receipt.

4. Hospitality

Any other "hospitality" costs than food and beverage bills, once paid by us or our subcontractors, once paid by the other party (professionally related to our matters) will not be recognised.

5. Per Diem

An additional daily contribution of £15.00 is paid for business trips exceeding 6 hours.

6. Exceptions

Exceptions can be requested. In such cases, the requester attaches the whole documented tax treatment of the exception to its request.