

Strong coffee | Strong women

Bèkske

Rwandan Empowerment Coffee

BÈKSKE INTEGRITY PROTOCOL

Final version (approved by Bèkske management for 2023)

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1) INTRODUCTION

Bèkske: Rwandan Empowerment Coffee B.V. (hereafter Bèkske) is a social enterprise. Bèkske has a clear but simple mission: to empower Rwandan women who have survived the 1994 Genocide against the Tutsi and, in many cases, conflict-related sexual violence. We see these women as agents of their own change by becoming economically independent while supporting their families and greater communities. Bèkske does so by selling single origin Rwandan speciality coffee in the Netherlands, Belgium and Germany, with a greater local return than regular coffee brands.

Bèkske has its roots in the Mukomeze Foundation, a foundation that supports survivors of genocidal sexual violence in Rwanda, in close cooperation with the Rwanda-based non-profit organization Solace Ministries since 2008. Bèkske once started as a project of the Mukomeze Foundation, but has grown into a separate social enterprise in 2019. As a result, the working relationship with Solace Ministries exists for more than 15 years and Bèkske currently is reaping the benefits of this longstanding relationship.

Bèkske's sustainable business model centers around four pillars: fair, delicious, transparent and sustainable (see for more details our [social impact model](#)). Bèkske's sustainable business model contributes to SDGs 1 (no poverty), 3 (good health and well-being), 4 (quality education), 5 (gender equality and women empowerment), 8 (decent work and economic growth), and 12 (responsible production and consumption).

Currently Bèkske supports 75 female coffee entrepreneurs. For each kg sold, the women receive 1 euro (40% directly into their accounts and 60% into the community fund), in addition to the nationally determined price per kilo. The female coffee entrepreneurs also share for 25% in the profit. Bèkske furthermore pays 1,80 per kg to Solace Ministries for coordinating the work of the women (monitoring their work and empowerment, addressing needs and problems, providing training, hiring of agricultural specialists).

As a social enterprise, working with survivors of impactful crimes, we, at Bèkske, are conscious of the sensitive field we work in. As a result, we need to be extra careful in guaranteeing equality, respect, confidentiality, (data) integrity, and a protective environment.

We want to ensure that each person or organization coming in contact with Bèkske – as a customer, partner, a donor, a staff member, a student, a victim/survivor or otherwise – is treated with respect and dignity. We seek to create and maintain a safe environment where people can be who they are, irrespective of their culture, language, skin color, gender, nationality, religion, disability, beliefs, political opinion, sexual orientation, or any other. We aim to assure safe reporting mechanisms in case people feel their rights or safety are violated by Bèkske.

Further, we wish to be conscious about the partners and donors we work with and what we should undertake the moment that our relationship is negatively impacted or if they are connected to abuses or exploitative practices themselves. Also, we need to be conscious about the services and products we purchase ourselves. Ensuring these due diligence policies requires us to respond consciously, adequately, and swiftly.

The integrity protocol is subdivided in sections relevant for:

Integrity protocol

- (1) Bèkske as an organization
- (2) Staff
- (3) Customers
- (4) Donors and project partners
- (5) Victims and survivors
- (6) Students

2) GUIDING VALUES AND PRINCIPLES

- **Respect, dignity and non-discrimination:** The Integrity Protocol starts from the premise that Bèkske aims to create and maintain an environment where people are treated with respect and dignity. Nobody is discriminated against on the basis of characteristics, such as culture, language, skin color, gender, nationality, religion, disability, beliefs, political opinion, sexual orientation, et cetera.
- **Do no harm principle:** Bèkske seeks to avoid exposing people to additional harmful risks through our own actions.
- **Due diligence & accountability:** The Integrity Protocol aims to ensure that any integrity issue that comes to light within or connected to Bèkske is dealt with accordingly.
- **Transparency & accountability:** To ensure transparency and accountability, Bèkske provides insights into its objectives, policies, and expenditures. Management is accountable to an external, unremunerated board.
- **Compliance with applicable law and codes:** Bèkske seeks to comply with all applicable national and international laws, including codes that specifically address conflict-related sexual violence (CRSV) and integrity issues, such as the Murad Code.
- **Living document:** The integrity document is actively pursued. It will be updated when and where necessary. This will allow Bèkske to respond anytime to misconduct that might have been unforeseen in this document.
- **Safeguarding integrity is everybody's responsibility:** While the document is formulated by Bèkske, each student, staff member, board member, project partner and donor has their own responsibility in safeguarding integrity.
- **Scope of application:** The Integrity Protocol is applicable to all students, staff members, board members, donors, victims/survivors and project partners connected to Bèkske.

3 BÈKSKE AS AN ORGANISATION

3.1 Organizational integrity

- Bèkske lives up to its obligations as a “Besloten Vennootschap” (BV) in the Netherlands. It meets annually with its shareholders, who approve policy, the course of the company, and the financial statement.

3.2 Financial integrity

- Bèkske pays taxes, salaries, and pensions on time and in accordance with the law in the country the office is based in. Bèkske will not move office to evade taxes.
- Bèkske ensures payment of invoices within the statutory payment period in accordance with the law in the country the office is based in.¹
- Bèkske financial statements are prepared by an auditor.
- Bèkske ensures financial transparency by filing its annual financial statement at the Chamber of Commerce. Furthermore, Bèkske annually publishes an empowerment report (since 2022) to report on progress on the empowerment of the female coffee entrepreneurs.

3.3 Ethical purchasing of services and goods

- Bèkske seeks, to the extent possible, to ensure that services and goods that are purchased are not linked to exploitation and/or abuse. Particularly when organizing events, Bèkske inquires prior to selecting the venue about the human rights policy of the venue in question.
- Services include banking, pension, office space, hotels, restaurants, meeting venues, and travel arrangements. Products include e.g. coffee, tea, laptops, phones, printers, papers, gifts.
- Bèkske requires its management and staff to consider the environment (while printing, while buying office materials) and to leave venues responsibly (e.g. disposing/recycling of used materials).

3.4 Integrity of the professional environment

- Bèkske protects documents and data by storing all in a protective environment (with double authorization to access it). Staff data/information is kept protected and confidential, including personal information, and can only be accessed by management. Other team members only have limited access to documentation to the extent required for their work.
- Bèkske prohibits the downloading of programs and software that are not relevant for Bèkske’s work while making use of the digital infrastructure of Bèkske at the office.
- Bèkske has a no-tolerance policy with respect to the deliberate misuse of the professional digital infrastructure (e.g. viewing/downloading/storing/spreading offensive materials such as discriminatory, racist, or pornographic content). Any breach of this rule will lead to an immediate investigation, possible dismissal and (if required) a report to the police.

¹ Eerste Kamer der Staten Generaal: [https://www.eerstekamer.nl/wetsvoorstel/35769_verkorten_wettelijke_\(currently_30_days_period\)](https://www.eerstekamer.nl/wetsvoorstel/35769_verkorten_wettelijke_(currently_30_days_period)).

- Bèkske activities are mainly shared through the official social media) channels of Bèkske. Staff can share Bèkske activities through their own channels with prior approval.
- Bèkske staff has the freedom of expression on social media in personal capacity. If, however, the content infringes upon the core principles of Bèkske's organization to the extent that it negatively Bèkske the work, Bèkske has the right to terminate the staff's contract.
- Bèkske foresees a professional working environment, where people respect each other's space.
- Bèkske seeks to engage in projects that have a long-term positive (social) Bèkske.

3.5 Hiring protocols

- Bèkske ensures equality at the workplace. This means that people are not treated unfairly because of reasons protected by discrimination laws ('protected characteristics', such as culture, language, skin color, gender, nationality, religion, disability, beliefs, political opinion, sexual orientation, et cetera).
- Bèkske stands for equal job opportunities and fairness for employees and job applicants. During the recruitment and deployment processes the integrity principles and expectations regarding good conduct are being discussed.
- When becoming part of the Bèkske team (as a volunteer, intern, staff member, or management or board member) a labour contract is signed together with this Integrity Protocol and a confidentiality agreement.
- Bèkske is not bound by a collective bargaining agreement, but ensures fair wage and remuneration. Bèkske denounces child labour and labour exploitation.

3.6 Procedure in case of a violation

1. Bèkske management is informed or discovers itself a violation of any of the ethical principles that apply to Bèkske as an organization (and as listed above).
2. If the violation involves staff of Bèkske, Bèkske management will be informed [co-directors: Luan Vercruysse, luan@rwandan-coffee.com, +31(0)6 46 27 60 67, Anne-Marie de Brouwer, anne-marie@rwandan-coffee.com +31(0)6 14 28 27 48, Eefje de Volder, eefje@rwandan-coffee.com, +31(0)6 18 80 48 90]
3. If the violation involves Bèkske management, a board member of the Mukomeze Foundation (shareholder Bèkske and representative of the female coffee entrepreneurs) can be informed [Antoinette van der Kaa, antoinette@mukomeze.nl, +31 (0)6 15 16 89 43].
4. If requested, the identity of the 'whistleblower' will remain unknown, to the extent possible.
5. The person allegedly involved in the violation is asked to explain the situation.
6. If it is a minor issue that can be resolved, the person and Bèkske management will decide on the action that needs to be taken to resolve the situation.
7. In case it involves a major violation, or it involves a person from Bèkske management, the board (together with Bèkske management not involved) will discuss the issue and decide on what needs to be done in response.
8. Decisive action is taken. The whistleblower, if known, is informed about the way in which the violation is handled.

4 BÈKSKE & STAFF

4.1 Expectations

- Bèkske staff sign the Integrity Protocol along with their work contract.
- Bèkske foresees a professional, safe, and supportive working environment, where people respect each other's space. This is a shared responsibility among staff.
- Bèkske requires staff to engage solely in professional relationships in the professional setting.
- Bèkske has a no-tolerance policy with respect to the deliberate misuse of the professional digital infrastructure (e.g. viewing/downloading/storing/spreading offensive materials such as discriminatory, racist, or pornographic content). Any breach of this rule will lead to an investigation, possible dismissal and (if required) reporting to the police.
- Bèkske staff has the freedom of expression on social media in a personal capacity. If, however, the content infringes upon the core principles of Bèkske's organization to the extent that it negatively impacts the work, Bèkske has the right to terminate the contract.
- At Bèkske we do not tolerate the abuse of substances during working hours.
- At Bèkske we avoid inappropriate, harassing, abusive, demeaning, or culturally inappropriate language.
- At Bèkske we do not tolerate activities that are likely to harm (emotionally, physically, sexually, et cetera.), including aggression, discrimination, and bullying (bullying includes making offensive/demeaning jokes, and excluding others).
- At Bèkske we work towards a mutual understanding (showing respect, participating in mutual consultation, holding each other accountable).
- At Bèkske we treat each other's information with sensitivity and confidentiality.
- At Bèkske we respect people in recorded materials (ensuring consent).
- Bèkske Staff is prohibited to use information of victim/survivors in any way without explicit, prior, written, and informed consent.

4.2 Procedure in case of a violation involving staff

- In case of a question about making the right decision, you can ask for clarification or guidance from your first-line officer. If the issue concerns your first-line officer, you can ask another person from Bèkske's management or, if the response is not satisfactory, a board member of the Mukomeze foundation (as shareholder).
- Staff who voice concerns in good faith will be protected from retribution.
- Reporting structures are safe, confidential, and impartial.
- All complaints will be accepted for further investigation.
- Making false reports is not acceptable.
- Information obtained through complaints procedures may be used to inform policy later on.
- If the misconduct constitutes a breach of law then the information will be sent forward to law enforcement. Also false reporting will be sent forward to law enforcement.

Procedure:

1. Confine with your **first line responder** to discuss the issue first and try to resolve it.
2. **Internal confidant:** If the issue cannot be resolved with your first line manager, you can contact a member of management and try to discuss and resolve the issue. If this does not help or the issue involves management, you can contact a board member of the

Mukomeze Foundation (shareholder Bèkske and representative of the female coffee entrepreneurs) [*Antoinette van der Kaa, antoinette@mukomeze.nl, +31(0)6 15 16 89 43*]. The board member can deal with the issue itself, or discuss with the other board members. In the latter case the board might ask Bèkske management to explain the situation and then the board will discuss and decide how to deal with the issue.

3. **External confidant:** If you do not feel safe sharing the issue with the internal confidant, or you are not satisfied with how the board member of Mukomeze has handled your issue, you can contact the external confidant [*Anna Meijknecht, e-mail: ameijknecht@gmail.com, tel. +31(0)6-42594990*]. This person is not affiliated with Bèkske and has signed a confidentiality agreement to respect the privacy of the complainant and the issue arisen, if so desired. The external confidant will advise the person in resolving the issue vis-à-vis Bèkske.

5 BÈKSKE & CONSUMERS

5.1 Expectations customers

- Bèkske has [general terms and conditions](#) that are applicable to consumers purchases. The general terms and conditions are deposited at the Chamber of commerce and available on the website.
- Bèkske has a [privacy policy](#) in place that indicates how we deal with personal data from consumers.

5.2 Complaint procedure for consumers

1. Customers who seek to complain, can contact first Bèkske management [*co-directors: Luan Vercruysse, luan@rwandan-coffee.com, +31(0)6 46 27 60 67, Anne-Marie de Brouwer, anne-marie@rwandan-coffee.com +31(0)6 14 28 27 48, Eefje de Volder, eefje@rwandan-coffee.com, +31(0)6 18 80 48 90*], to discuss the issue first, and try to resolve it.
2. **Internal confidant:** If the issue cannot be resolved with Bèkske management, the donor/partner can contact a board member of the Mukomeze Foundation (shareholder Bèkske and representative of the female coffee entrepreneurs) [*Antoinette van der Kaa, antoinette@mukomeze.nl, +31(0)6 15 16 89 43*]. The board member of the Mukomeze Foundation might ask Bèkske management to explain the situation and then decide how to deal with the issue.
3. **External confidant:** If the donor/partner does not feel safe to share the issue with the board member of the Mukomeze foundation, or is not satisfied with how the issue has been dealt with, the customer may contact the external confidant [*Anna Meijknecht, e-mail: ameijknecht@gmail.com, tel. +31(0)6-42594990*]. This person is not affiliated with Bèkske and has signed a confidentiality agreement to respect the privacy of the complainant and the complaint, if so desired. The external confidant will advise the donor/partner in resolving the issue vis-à-vis Bèkske.

PROJECT PARTNERS

5.3 Expectations donors & partners

Donors

- Bèkske expects donors to commit to and behave in compliance with our Integrity Protocol and integrity/ethical protocols that apply to working with survivors, such as (for CRSV) the Murad Code.²
- Bèkske commits itself to inform donors on issues that can have an Bèkske on their reputation.
- Bèkske conducts a rapid background check into donors/funds before accepting/applying for funding to ensure donors are not in any way involved in exploitation and/or abuse.
- Bèkske only accepts funding for projects that meet Bèkske values, including the respect for the dignity of all involved.
- Bèkske is transparent about its donors by publishing their names on the website.
- Bèkske has the right to publicly speak out against a donor and to break off the relationship in case a donor is connected to unethical behavior.
- When Bèkske receives donations, it will check where the donation is coming from and whether it is trustworthy. If there are doubts, the money will be sent back.

Partners

- Bèkske expects project partners to commit to and behave in compliance with our Integrity Protocol and integrity/ethical protocols that apply to working with victims/survivors, such as (for CRSV) the Murad Code.
- Bèkske commits itself to informing partners on issues that can have an Bèkske on their reputation.
- Bèkske conducts a rapid background check on potential partners before entering into partnerships.
- Bèkske signs a contract with partners to ensure (1) the goals, expectations and values underlying the project are clear; (2) intellectual property rights are arranged; (3) information from victims/survivors are handled in line with the Murad code; (4) agreement on communication strategy is clear (e.g. not sharing project information before it is agreed that details can be shared).

5.4 Procedure in response to violations by donors and partners

- The Bèkske project contact person contacts the donor/partner to discuss the issue.
- Bèkske discusses in the team whether the issue can be resolved or is unrepairable.
- Bèkske management informs the shareholders about the issue.
- Depending on the severity of the issue, actions can include resolving the issue, terminating the relationship, making the issue and response public.

5.5 Complaint procedure for donors and partners

1. The donor/partner can inform their first person of contact at Bèkske to express their complaint, or someone (else) from management [*co-directors: Luan Vercruysse,*

² Murad Code: <https://www.muradcode.com/murad-code>

luan@rwandan-coffee.com, +31(0)6 46 27 60 67, Anne-Marie de Brouwer, anne-marie@rwandan-coffee.com +31(0)6 14 28 27 48, Eefje de Volder, eefje@rwandan-coffee.com, +31(0)6 18 80 48 90], to discuss the issue first and try to resolve it.

2. **Internal confidant:** If the issue cannot be resolved within the Bèkske team, the donor/partner can contact a board member of the Mukomeze Foundation (shareholder Bèkske and representative of the female coffee entrepreneurs) [*Antoinette van der Kaa, antoinette@mukomeze.nl, +31 (0)6 15 16 89 43*]. The board might ask Bèkske management to explain the situation and then the board will discuss and decide how to deal with the issue.
3. **External confidant:** If the donor/partner does not feel safe to share the issue with the board, or is not satisfied with how the board has handled the issue, the donor/partner may contact the external confidant [*Anna Meijknecht, e-mail: amejknecht@gmail.com, tel. +31(0)6-42594990*]. This person is not affiliated with Bèkske and has signed a confidentiality agreement to respect the privacy of the complainant and the complaint, if so desired. The external confidant will advise the donor/partner in resolving the issue vis-à-vis Bèkske.

6 BÈKSKE & VICTIMS/SURVIVORS

6.1 Guiding principles

- Bèkske seeks to ensure a work environment with victims/survivors that ensures equality, dignity, respect, privacy and safety.
- Bèkske commits itself fully to the Murad Code³ which distills existing minimum standards for the safe, effective, and ethical gathering and use of victim/survivor information. This includes, *inter alia*:
 - **Understand survivors as individuals** (adapt to survivor's individuality; counter assumptions; ask the survivor; prioritize survivor safety; identify heightened risks; support access to justice; respect self-identity; be inclusive and do not discriminate)
 - **Respect survivor control and autonomy** (avoid approaching survivors unexpectedly; respect a survivor's choices; survivor control over their information; supported decision-making; reduce pressures; ensure realistic expectations; be clear on limitations; honor withdrawal of consent)
 - **Be responsible and have integrity** (dignity and respect; do not stigmatize; ensure accuracy; do not exploit survivors; be trustworthy; do not damage potential evidence; be accountable)
 - **Add value or don't do it** (make responsible decisions; what is our role and purpose? Are there alternative sources? Are our intended outcomes realistic? Will we add value? Weigh added value against risks; challenge drivers of bad practice; minimize exposure risks; information-sharing; data minimization)
 - **Preparation is the foundation** (prepare first; ensure flexibility for survivor choices; assess and mitigate risks; remote interactions; know who else is gathering information; know about available support; coordinate and cooperate; prepare for unexpected disclosure; enable follow-up; brief your team and partners)
 - **Know and understand the contexts** (know the context, understand the culture, understand gender; understand stigma towards CRSV, THB? and survivors; identify community dynamics; recognize individual, compounded, and collective harms; be familiar with law and practices; understand appropriate communications and interactions; minimize negative repercussions; community-based sustained support)
 - **Gather information from other sources** (look for information not from or about survivors, source representative information; recognize rights and risks from indirectly sourced information; verify survivor intention; do not undermine trust in humanitarian services)
 - **Take the time, create the space** (be ready; reduce time pressures; create a supportive environment; ensure privacy; prioritize safety and quality over quantity; understand delayed and partial disclosures)
 - **Ensure respectful and safe interactions** (assess and be alert, be trauma-sensitive, respect personal space, create a safe interview process, give

³ <https://www.muradcode.com/murad-code>

survivor control over how they tell their story, ask open questions, do not ask if you do not need to)

- Bèkske's work is based on the do no harm principle: our work should reduce further harm, including re-traumatization.
- Bèkske undertakes projects and activities with the interests of victims/survivors in mind.
- Bèkske consults with victims/survivors where possible and ensures survivor-friendly language in its communication.
- Bèkske ensures that when working with survivors, practical guidance is provided in a language that they understand to ensure they know where they commit themselves to and what their rights are with respect to data protection, withdrawal of consent and in case of a complaint.
- When Bèkske includes victim/survivor information it is always based on prior and informed (written) consent. When acquiring consent, Bèkske seeks to be as transparent as possible about the potential Bèkske of participating in a project (e.g. materials being shared (and thus remaining available) on social media). Victims/survivors are simultaneously informed how their consent can be withdrawn.
- Bèkske ensures data protection. This means project documentation is stored in a protective environment and that data from previous projects is anonymized after two years (or earlier if a project description so requires).

6.2 Procedure to withdraw consent for victims/survivors

It is important that victims/survivors can withdraw their consent to participate in a project at any time, also when the project has been concluded.

- (Representatives of) victims/survivors contact Bèkske (info@rwandan-coffee.com, tel. +31(0)6-14282748 or +31(0)6-18804890) with the request to withdraw.
- Bèkske responds within one week to ensure that the withdrawal of consent is administrated (e.g. removing personal data).
- If the (representatives of) victims/survivors have doubts about the way in which the withdrawal of consent is handled, they can reach out to a member of the Mukomeze foundation (shareholder of Bèkske and representative of the female coffee entrepreneurs) [*Antoinette van der Kaa, antoinette@mukomeze.nl, +31 (0)6 15 16 89 43*]. who will verify whether action has been taken accordingly.

6.3 Complaint procedure for victims/survivors

1. The victim/survivor confers with the Bèkske **project leader** to discuss the issue first and to try to resolve it.

2. If the project leader is not part of management, management will be informed [*co-directors: Luan Vercruysse, luan@rwandan-coffee.com, +31(0)6 46 27 60 67, Anne-Marie de Brouwer, anne-marie@rwandan-coffee.com +31(0)6 14 28 27 48, Eefje de Volder, eefje@rwandan-coffee.com, +31(0)6 18 80 48 90*],.
3. **Internal confidant:** If the issue cannot be resolved with the project leader and/or management, they can reach out to the board of the Mukomeze foundation (shareholder of Bèkske and representative of the female coffee entrepreneurs) [*Antoinette van der Kaa, antoinette@mukomeze.nl, +31 (0)6 15 16 89 43*]. The board might ask Bèkske management to explain the situation and then the board will discuss and decide how to deal with the issue.
4. **External confidant:** If the victim/survivor does not feel safe to share the issue with the internal confidant, or is not satisfied with how the board has handled the issue, the external confidant can be contacted [*Anna Meijknecht, e-mail: ameijknecht@gmail.com, tel. +31(0)6-42594990*]. This person is not affiliated with Bèkske and has signed a confidentiality agreement to respect the privacy of the complainant and the complaint, if so desired. The external confidant will advise the person in resolving the issue vis-à-vis Bèkske.

7 BÈKSKE & STUDENTS

Bèkske also provides education. In the case where Bèkske staff is hired by a university to guest lecture or supervise a thesis, the rules and regulations of that university apply (including the complaint procedure). In case the education offered is developed by Bèkske, the terms and conditions and the privacy statement applicable to the course apply.

8 REVIEW AND APPROVAL

- The Integrity Protocol is a living document. The document will be changed when necessary.
- Annually the Integrity Protocol will be discussed with the direction and if needed updated (along with the annual report and the financial statement).
- The annual update of the Integrity Protocol is published on the website.
- Bèkske documents integrity issues and during the annual review the integrity issues will be discussed (and integrated into the annual report).