



JAMAICA CIVIL AVIATION AUTHORITY

CODE OF ETHICS AND BUSINESS CONDUCT

March 9, 2023

Chairman's Message

In September 2020, the JCAA's Board of Directors introduced and endorsed the Authority's Code of Ethics and Business Conduct Policy, as a critical document, outlining the essential principles of business conduct and ethics for all internal stakeholders of the JCAA, including Employees, the JCAA's Management and Members of the Board of Directors.

The Ministry of Finance and the Public Service finalized the Government of Jamaica's Code of Ethics For Board Members/Executive Officers of Public Bodies (PBS) in February 2022. This Code forms part of the Board's acknowledgement and commitment to the Corporate Governance Framework for Public Bodies.

The standards outlined in the Authority's Code of Ethics and Business Conduct entrench established and expected organisational norms, and reflect the fundamental values of fairness and integrity, which are enshrined as core values of the Authority. The application of these standards within our business environment is anticipated to be a familiar and successful undertaking, as the values mirror those we embrace to build trust and distinguish ourselves as reputable, in our dealings as individuals and as an organisation.

Given the high, existing levels of personal integrity, we are encouraged to recognise that we share personal and ultimate responsibility for maintaining the established Code of Ethics. Guided by the policy's contents, we must ensure that every action and behaviour will bring credit to the Authority and to ourselves, while building organisational trust.

The JCAA looks forward to the active contribution of all stakeholders, as we enhance and solidify our reputation as an honest and capable organisation, which continuously maintains the highest ethical standards in our relations with fellow Employees, Members, industry stakeholders, customers, clients, suppliers, Government of Jamaica partners and the general public.

MR. Lloyd Pommells

Chairman

March 1, 2023

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1. INTRODUCTION

1.1 About the Jamaica Civil Aviation Authority (JCAA)

1.1.1 The Jamaica Civil Aviation Authority (the "**Authority**") is a statutory body of the Government of Jamaica (the "**GoJ**").

1.1.2 The Authority was established by the Civil Aviation Act (1966). The Authority's mandate is to: (1) provide aviation safety and security oversight to promote the safe, secure, efficient and orderly operation and development of the air transport industry; (2) provide reliable and efficient air navigation services to support a safe, efficient and sustainable air transport sector; (3) provide economic regulation of air transport; (4) advise the responsible Minister in the GoJ on matters pertaining to air transport; and (5) promote the development of air transport including the establishment of training facilities for that purpose.

1.2 Key Definitions

Asset refers to any property of economic value, physical or otherwise, owned by the JCAA.

Board of Directors means the Members of the governing Board of the Jamaica Civil Aviation Authority.

Confidential information comprises customer or employee personal information, confidential business information and any other information about JCAA.

Conflict of Interest arises when a person or corporation is in a position to derive personal benefit from actions or decisions made in their official capacity such that the impartiality or objectivity of the person or corporation is undermined.

Members refers to an appointed position on the Board of Directors pursuant to the Civil Aviation Act.

Discrimination means treating people differently, negatively or adversely because of their race, national or ethnic origin, colour, religion, age, sex, gender, sexual orientation, marital status, family status, physical or mental disability or other grounds specifically prohibited under Jamaican law or JCAA relevant policies.

Employee means full- time, part- time, permanent and temporary, casual or contract employees of JCAA, interns and volunteers. Employees may also include certain independent contractors who, while not technically employees within the meaning of applicable labour or tax laws, are subject this Code.

Fiduciary means someone who has undertaken to act for the benefit of another and is in a position of trust.

Illicit Drugs mean any addictive drug capable of producing physical or psychological dependence including inter alia alcohol, marijuana, cocaine.

Laws include any applicable legislation, statutes, regulations, policies, rules and codes of conduct established by governmental, legal or regulatory authority, or by any self-regulatory or industry association by which the JCAA is bound.

Policies, procedures, and processes refer to all applicable manuals, handbooks, forms, practices, standards, programs and requirements as implemented by JCAA, including those that relate to how JCAA wishes to manage its business in accordance with its business strategy and risk appetite.

Related Party means an immediate family member or an entity/business partner with which a Member of the Board of Directors or member of the Executive Management or his/her immediate family member is closely associated. An "immediate family member" for the purposes of this Code is one's spouse, child, parent or sibling.

1.3 Core Values and Mission Statement

1.3.1 Core Values Statement:

1.3.1.1 We will carry out the **mandate** of the JCAA with **honesty, integrity, respect, professionalism, openness, impartiality, and reliability**. We will promote and support **adherence to applicable environmental standards** at all times. We aim for **excellence** in the service we deliver and in our daily **performance**.

1.3.1.2 At the JCAA, our values guide everything we do, whether it is strategic planning, day-to-day decision making or the way we treat each other, customers, suppliers and other stakeholders. These values are:

1. Professionalism

We will be recognised as having the highest professional standards. Our Members will possess superior knowledge and skills for the benefit of our customers and other stakeholders. Our professionalism will show in every aspect of our business conduct, including behaviour, language, appearance and attire.

2. Real Value to our Customers

We are here to satisfy our customers and ensure the safety of Jamaica's air transport industry. By providing the highest quality services, advice and sustainable value, we will ensure that our customers receive excellent solutions to meet their needs.

3. Integrity

All our dealings are characterised by the highest levels of honesty and fairness. We develop trust by maintaining the highest ethical practices.

4. Employer of Choice

Our Employees will determine our future success. In order to attract and retain the best and brightest employees, we will invest in the development of our human resources and reward superior performance.

1.3.2 Mission Statement

1.3.2.1 To ensure that the public is provided with a safe, reliable, efficient and user-friendly Air Transport System, being cognizant of the Standards and Recommended Practices developed by the International Civil Aviation Organization (ICAO).

1.4 **Applicable Laws, Government of Jamaica (GOJ) Guidelines and Frameworks**

1.4.1 Given the inextricable link between law and ethics, the ethical principles articulated in this Code of Ethics are complementary to:

1. The Civil Aviation Act;
2. Jamaica Civil Aviation Regulations, 2012;
3. The Airports (Economic Regulation) Act;
4. Civil Aviation (Air Transport Licensing)
5. The Public Bodies Management and Accountability Act;
6. The Financial Audit and Administration Act and Instructions;
7. The Integrity Commission Act;
8. The Corruption (Prevention) Act;
9. The Corporate Governance Framework for Public Bodies in Jamaica (REVISED)(2012); and
10. All other governing instruments which may stipulate expected norms of conduct and behaviour of all Employees and Members of the Board of Directors; generally appointed by the Cabinet of the Government of Jamaica upon nomination by the Minister consistent with appointment of other boards.

1.5 **Business Ethics**

1.5.1 In general, the term ethics is understood to mean a code of moral standards addressing beliefs, attitudes, behaviours, principles and actions that are seen as morally right or wrong within a particular society, organization or culture. Business ethics, therefore, relate to morally acceptable behavior in all business dealings. To a significant extent, business ethics are defined by legislation developed over the years but there is a wide and somewhat undefined area in the business world based on tradition and trust, where what is perceived to be fair dealings is expected to prevail.

1.5.2 An organization's performance in this area lays the foundation for its reputation in business, with its customers, vendors, suppliers and among the public at large. The purpose of this Code of Business Ethics & Conduct ("**Code of Ethics**") is to establish business practices which will apply to all Employees and Members of the Board of

Directors ("Members") of the Authority to ensure that the same standards apply throughout the whole organization.

- 1.5.3 The policy of the Authority is to function in compliance with all the laws and regulations applicable to its operations and to submit the appropriate reports, communications and other documents in accordance therewith. It is essential to have adequate systems of internal control and checks in place to guarantee the presentation of accurate information as required.
- 1.5.4 This Code of Ethics goes beyond the strict observance of the law. It rejects practices which may be defined as illegal and also considers those such as passing or acting on confidential information for personal benefit or for the benefit of others to be violations of this Code. All activities of each Employee and Member should be able to withstand scrutiny.
- 1.5.5 Where there is any doubt about the interpretation of a particular regulation or in ascertaining its applicability, the Director, Human Resource should be contacted. If necessary, duly approved external expert advice should be sought. All dealings with our customers, clients, suppliers and other business associates should be fair and equitable. Unscrupulous behavior is unacceptable, even when it might increase the Authority's profitability.
- 1.5.6 This Code of Ethics outlines the values and beliefs of the Authority and aligns them to its mission and objectives. Specifically, it codifies the ethical behavior expected of all Employees and Members and the values to which they should commit to uphold, in their dealings with internal and external stakeholders.
- 1.5.7 This Code of Ethics plays a crucial role in creating and/or reinforcing an ethical culture within the Authority. It should serve as a useful and easily accessible tool to guide Employees and Members in their personal conduct and business decision-making, especially when faced with workplace challenges. This Code of Ethics will serve as a source of information regarding the ethical implications of the decisions Employees and Members choose to take.

1.6 Purpose of the Code of Ethics

- 1.6.1 The purpose of the Code of Ethics is to:
- 1 Promote ethical behaviour;
 - 2 Provide guidance in ethical decision-making;
 - 3 Promote positive reputation;
 - 4 Reduce stakeholders' issues;
 - 5 Encourage reflection on the meaning and application of core values; and
 - 6 Build trust, confidence and credibility in the Authority by its stakeholders.

1.6.2 This Code of Ethics may also reduce regulatory scrutiny.

1.7 Application of the Code

1.7.1 This Code applies to each Employee, and Member of the Board of Directors ("Members") of the Authority.

1.8 JCAA's Guiding Principles

1.8.1 We will achieve our Mission by:

- 1 Carrying out the mandate of the JCCA with **honesty, openness, impartiality, integrity** and **reliability**;
- 2 Promoting and supporting adherence to applicable **environmental standards** at all times;
- 3 Aiming for **excellence in the services** we deliver, and in our **daily performance**;
- 4 Striving to **exceed the expectations** of our clients and customers at all times;
- 5 **Working cooperatively** to achieve the JCAA's objectives, while **respecting the views of each other**;
- 6 Pledging to **lead and manage, using best industrial practices**; and
- 7 Operating in a **framework that fosters transparency**.

1.9 Pillars of the Code of Ethics:

1.9.1 The Six Pillars on which the Authority's Code of Ethics is based are:

1. Compliance with applicable laws and regulations;
2. Conduct rooted in honesty, integrity and professionalism and abstinence from illicit activities;

3. Respect, fair and equitable treatment, and working cooperatively with others, including co-workers, customers, service providers, and suppliers;
4. Confidentiality and protection of the integrity and security of intellectual assets, data and information and business transactions;
5. Adherence to ethical responsibilities;
6. Avoidance of conflicts of interest; and
7. Honouring Corporate Social Responsibility (CSR) commitments.

1.9.2 The standards for guiding individual behaviour as articulated hereunder, have been obtained from various internal policies, plans, procedures, government of Jamaica public bodies statutes, regulations and frameworks which, collectively, are more comprehensive in scope for guiding corporate behaviour.

2. THE ETHICAL PRINCIPLES

2.1 PRINCIPLE 1: Compliance with the Law

2.1.1. Fiduciary Duty

2.1.1.1 Each Employee and Member has the duty to comply with the letter and spirit of the law. This responsibility includes the submission of statutory reports and filings as required by law.

2.1.2. Duty of Care

2.1.2.1 In accordance with the Public Bodies Management and Accountability Act (the "**PBMA**"), Employees and Members have a statutory duty to exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Employees and Members are to exercise due diligence by reviewing and investigating matters as required for the diligent exercise of their duties.

2.1.2.2 In spite of the reasonable expectation of Employees and Members to exercise good faith in relying on information received from others internally and externally, the duty of care imposed on Employees and Members requires that they raise questions, follow up on, and pursue the investigation of circumstances in which clarity is lacking. It is

ultimately the responsibility of each Employee and of each Member to ensure that he/she has the appropriate information necessary to exercise effective business judgment.

2.1.2.3 The following should serve as guidelines to Employees and Members of the Authority:

1. Employees and Members should raise questions and follow up on uncertainties, omissions, inconsistencies, and inaccuracies they discern in reports provided to them for decision-making;
2. Employees and Members should be satisfied that they receive information in a format that allows them to absorb the key issues and reach informed judgments.
3. Employees and Members should apply their knowledge, skill, education, qualification and experience to the business of the Authority and its affairs. When particular skills or expertise is required that Employees and Members do not possess, they are to seek the experience and expertise of others.
4. Employees and Members should give themselves sufficient time to understand the issues and implications of information supplied to them for decision-making.

2.1.3.3 By applying these guidelines to their duties, Employees and Members would fulfill both their legal and ethical duties to the Authority.

2.2 Principle 2: Conduct grounded in honesty, integrity and professionalism and abstaining from illicit activities

2.2.1 Alcohol and Drug Abuse

2.2.1.1 Employees are prohibited from consuming alcohol during the course of active duties. No use of any form of illicit drugs is permitted at the Authority's facilities. If an Employee is found guilty of an offence in a court of law for the use of illegal drugs, such Employee may face disciplinary actions in accordance with JCAA Conditions of Service & other applicable policies.

2.2.2 Personal Integrity

2.2.2.1 The personal integrity of each Employee and Member is the single most important virtue of the Authority's value system; collectively, this integrity defines the ethical fabric of the Authority.

2.2.2.2 The Authority must rely on the trust of its stakeholders. In this regard, the quality of our response to matters raised internally and externally must be beyond reproach.

2.2.2.3 In fulfilling the requirements of this Section 2.2.2, each Employee and Member is required to:

1. Review and understand the internal and external policies, rules, and compliance requirements, applicable to the Authority and related to the relevant job specifications/role of the Employee or Member;
2. Communicate truth, and ensure that all efforts are made to provide full, fair, accurate, timely, and understandable disclosures to the public, whether through advertising, reports, documents and other means of communication; avoiding willful errors, omissions, or misunderstandings in statements issued on behalf of the Authority;
3. Base their actions on credible information and sound judgment and accept responsibility for outcomes—whatever they may be;
4. Ensure that all transactions, documents, agreements and dealings are recorded and maintained in an accurate and timely manner, that such records are managed in accordance with the Authority's Records and Information Management Policy and can be and are easily retrievable;
5. Avoid any conduct or association, either inside or outside of work, which could bring their honesty, integrity or trustworthiness or that of the Authority into question, or which could be detrimental to the Authority's security or reputation;
6. Raise concerns when policies are not being followed and use the reporting mechanism provided for within this Code.

2.2.3 Professional Conduct

2.2.3.1 Professional conduct is about our tangible and intangible relations, including those in which the Authority is represented by its Employees and Members externally, what is communicated, how it is communicated and how Employees and Members conduct themselves in the presence of others.

2.2.3.2 Professional conduct means striving for excellence in relationships with others and delivering the services and satisfaction that people expect, both in substance and form. Professional conduct is about spoken or unwritten words, listening skills, appearance and attire. Collectively these contribute to professionalism. Professional conduct is also reflected in the depth of job knowledge, skills and competence applied to job performance, the timeliness of response and accountability.

2.2.3.3 Employers and Members are expected to demonstrate professional conduct at all times in the undertaking of their responsibilities on behalf of the Authority.

2.2.4 Loyalty to the Authority

2.2.4.1 Each Employee, and each Member shares responsibility for ensuring that honesty and integrity prevail within the workplace, and for protecting the rights and assets of clients, customers and the Authority's reputation in those relationships.

2.2.4.2 An Employee or Member who becomes aware of any form of misconduct, dishonesty, fraudulent or illegal activity, of any material transaction or relationship that reasonably could be expected to give rise to a conflict of interest, or of the falsification of records or returns by another Employee or Member, or of any breach or material waiver of this Code of Ethics, or of any other damaging infraction that has occurred either inside or outside the Authority and is related to the Authority's dealings, has the duty and responsibility to report the matter.

2.2.5 Fraud, Misconduct and Corrupt Practices

2.2.5.1 The Authority is committed to fair dealings in all its business transactions with its customers, suppliers, service providers, vendors and contractors and their selection must be based on qualification, merit, price competitiveness, reliability and reputation

and in accordance with the Public Procurement Act, related regulations and guidelines.

- 2.2.5.2 Employees and Members must deal fairly with the Authority's customers, suppliers, service providers, vendors, and contractors. Employees and Members must never be found to have taken advantage of the Authority's customers, suppliers, vendors, contractors or service providers through any form of manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.
- 2.2.5.3 The taking and offering of bribes, kickbacks, business facilitation payments or any other improper kind of payment or benefit from, or to another Employee or Member, suppliers or other service providers, customers, public officials in exchange for favourable treatment or privileges at the Authority is prohibited.
- 2.2.5.4 Agreements between the Authority and suppliers in which an Employee, Member or any of their immediate family member will derive direct benefit, personal gain or have an interest, is prohibited.
- 2.2.5.5 All procurement activities to be undertaken by Employees and Members on behalf of the Authority must be conducted in compliance with the Public Procurement Act and Public Procurement Regulations.
- 2.2.5.6 The prior written approval of the Director General is required for an Employee or Member to endorse a product or service using the Authority's brand name, and logo.
- 2.2.5.7 To suggest or imply to a supplier that the Authority's patronage depends on the supplier becoming a sponsor of the Authority's fundraising for corporate social responsibility initiatives, or the independent fundraising activities of an Employee or Member is prohibited.
- 2.2.6 Professional Growth
- 2.2.6.1 The Authority takes the well-being and total development of each Employee and Member seriously. The Authority has a business, civil and ethical duty to its Employees and Members to:
1. Provide them with an enabling and aesthetically pleasing environment to foster optimal productivity in a challenging workspace;

2. Facilitate development of the skills and expertise of each Employee and Member; and
3. Enable each Employee and Member to actualize their potential for personal growth, ultimate business performance and contribution to national life.

2.4 Principle 3: Respect Others, Work Cooperatively with Co-Workers, Customers, Clients, Service Providers, Suppliers and All We Serve

2.4.1 Avoid Customer Discrimination

2.4.1.1 Customers and Clients have the legal and moral right to access the Authority's services in a non-discriminatory way. Each Employee and Member is to provide access to each customer and client access to the Authority's services without prejudice or discrimination on any ground, including marital status, age, gender, sexual orientation, religious persuasion, creed, race, disability, socio-economic status or political affiliation.

2.4.2 Cooperate with Audits and Investigations

2.4.2.1 Each Employee and Member is required to cooperate fully with any investigation by the Management, Legal, Internal Audit, Security Management, Safety and Compliance, Research, Planning and Risk Assessment, or other Department as needed by the Authority for the conduct of its business.

2.4.2.2 Each Employee and Member is expected to be straightforward, candid and truthful when contributing to internal and external investigations, and the work of the Authority's external auditors and regulators. Strict adherence to the Authority's confidentiality requirements, guidelines and procedures for releasing information is required.

2.4.2.3 The Authority's documents and records are to be managed in accordance with the JCAA Records and Information Management Policy.

2.4.3 Employee Harassment

2.4.3.1 Harassment involves conduct that interferes with a climate of understanding and mutual respect for the dignity and worth of each person. Harassment undermines the integrity of the employment relationship, erodes morale and interferes with the productivity of its victims and their co-workers. Each Employee and Member has the right to a harassment-free work environment. Each Employee and Member is required to conduct themselves in a manner compliant with the JCAA Sexual Harassment Policy.

2.4.4 Workplace Health and Safety

2.4.4.1 The Authority is committed to providing Employees with a healthy, safe workplace, in compliance with applicable local laws and regulations. This includes a commitment to providing a workplace that is free from violence by maintaining a respectful, non-threatening work environment.

2.4.4.2 Each Employee and Member has a role to play in fostering, promoting and maintaining a healthy and safe work environment by:

1. Reporting any condition or practice that is believed to be hazardous using one of the channels provided.
2. Ensuring familiarity with their roles and responsibilities with respect to health and safety, and obtaining the necessary training to fulfill those roles and responsibilities;
3. Treating all respectfully and professionally, and never acting in a violent, threatening or abusive manner.

2.4.4.3 Employees and Members who hold managerial or supervisory roles may have additional health- and safety-related responsibilities and should be guided by any supplementary requirements of their Department or Unit, or role as applicable.

2.5 Principle 4: Embrace Confidentially, Accountability, Protect the Integrity and Security of Assets, Communications, Information and Business Transactions

2.5.1 Appropriate Use of Information Technology and Services

2.5.1.1 Telecommunications and electronic data facilities and systems, such as computers, internet access, voicemail, E-mail, fax machine and telephone, are provided to enable job efficiency and effectiveness. The misuse, abuse and other inappropriate use of these tools of work is prohibited. The Authority's information, communication and technology device and systems may be monitored.

2.5.2 Expressing Personal Views

2.5.2.1 Each Employee and Member has the right to express their personal views as private citizens. In these instances, however, unless the prior written approval has been granted from the Director General, care should be taken to not give the impression that views being expressed are being shared on behalf of the Authority, or as an expression of the Authority's official position on any matter. This applies to all forms of communication including statements, speeches, letters or articles and all communication by print, electronic or other media (e.g., radio, television, E-mail, social media, internet newspapers).

2.5.2.2 Employees and Members whilst acting in a representative capacity must refrain from making disparaging statements about any individual or institution, including those that are untrue and/or may subject the Authority or its subsidiary to liability.

2.5.3 Making Public Statements and Media Contact

2.5.3.1 The media plays an important role in helping to inform the public about the Authority and its services. Public statements or statements which may be construed as official policy are the reserve of the Director General and Chairman of the Board . Employees and Members are prohibited from speaking to the media on behalf of the Authority unless so authorized. From time to time, the Director General may delegate this authority under certain circumstances.

- 2.5.3.2 All media enquiries should be referred to the Corporate Communications Manager.
- 2.5.3.3 The Authority's designated spokesperson is the Director General.
- 2.5.3.4 The Director General's prior written approval is to be obtained by an Employee for speaking at events and presentations in a work-related capacity. Personal views included during such presentations and speeches should be highlighted as such, and not attributed to the Authority.
- 2.5.3.5 Each Employee and Member must ensure that speeches and presentations done in a personal capacity do not bring the Authority into disrepute or appear to reflect the policy or position of the Authority.
- 2.5.4 Privacy and Confidentiality of the Authority's Business Affairs
- 2.5.4.1 Privacy
- 2.5.4.1.1 The Authority respects the privacy of each Employee, Member, customer, client and business partners and will manage personal data responsibly and in compliance with all applicable laws.
- 2.5.4.1.2 Employees and Members who handle the personal data of others are required to:
1. Act in accordance with applicable law;
 2. Act in accordance with any relevant contractual obligations;
 3. Collect, use and process such information only for legitimate business purposes;
 4. Limit access to the information to those who have a legitimate business purpose for seeing the information; and
 5. Take care to prevent unauthorized disclosure.
- 2.5.5 Confidentiality of the Authority's Affairs
- 2.5.4.5 Employees, Members and other parties privy to the Authority's business affairs are bound by law, contract and fiduciary duty to protect information about the Authority which is confidential or proprietary in nature, could be useful to third parties, and that may be harmful to the Authority or its customers, clients or suppliers. Access to such information should be controlled to prevent and or minimize its use for personal gain, including at the Authority's expense. Confidential information

includes *inter alia*: business plans, finances, and forecasts; strategic initiatives, litigation or other legal proceeding advice/strategy, and proposed licensing applications.

2.5.4.6 Employees and Members are responsible for protecting confidential information in their possession against theft, loss, unauthorized disclosure, access, destruction, or other misuse. Employees and Members are required to:

1. Only disclose confidential information to others within the Authority on a need-to-know basis or when authorized including by law to do so.
2. Control access to confidential information, for example, by not leaving it unattended in a conference or other room or discarding it in a public place.
3. Exercise discretion when discussing the Authority's business, especially in public places such as restaurants, airplanes, over public or mobile phones, the internet and fax machines.
4. Not disclose the Authority's corporate information to outsiders, even if the outsider is a business associate, client, unauthorized government official, or private customer.
5. Extend the use of confidentiality agreements to part-time, temporary and contract employees, consultants, interns, volunteers and vendors to the extent that they have access to confidential information.
6. Not remove any proprietary information from the Authority's premises or equipment without permission from their Manager.
7. Employees and Members who leave the service of the Authority are obliged to continue safeguarding the privacy and confidentiality of the affairs of the Authority, and the Authority's customers indefinitely.

2.5.6 Use of Time, Equipment and Other Assets

2.5.6.1 Engagement in personal activities during work hours is prohibited.

2.5.6.2 The Authority's computers and equipment must not be used for personal

businesses, or for illegal or unethical activities such as gambling, pornography or other offensive subject matter.

2.5.6.3. Employees or Members who become aware of corporate opportunities or have access to corporate assets by virtue of information obtained in their capacity as an Employee or Member of the Authority should not use this information for personal gain, or on behalf of connected third parties. Examples of corporate assets include but are not limited to money, employees' time at work and work product, computer systems and software, telephones, wireless communication devices, photocopiers, tickets to concerts or sporting events, company vehicles, proprietary information, and company trademarks.

2.5.7 Treatment of Business and Financial Records

2.5.7.1 Accurate recordkeeping and reporting reflects positively on the Authority's reputation and credibility and ensures that it meets its legal and regulatory obligations. Each Employee and Member has a duty to ensure the accuracy of the Authority's business and financial records. These include but are not limited to financial accounts, quality reports, timesheets, expense reports, procurement contracts, and requisitions. Ensuring accurate and complete business and financial records is everyone's responsibility; and not just a role for accounting and finance personnel.

2.5.7.2 Employees and Members should:

1. Never falsify any document;
2. Not distort the true nature of any transaction;
3. Always record and classify transactions in the proper accounting period in the appropriate account and Department; and not delay or accelerate the recording of revenue or expenses to meet budgetary goals;
4. Support estimates and accruals by appropriate documentation based on best judgment;
5. Ensure that all reports to regulatory authorities are complete, true, fair, accurate, timely and understandable; and
6. Never enable another person's efforts to evade taxes or subvert

Local currency laws; and payments generally should be made only to the person or firm that actually provides the goods or services and nevertheless in accordance with applicable laws and policies.

2.6 PRINCIPLE 5: Avoid Conflict of Interest

- 2.6.1 Each Employee and Member has an obligation to act in the best interest of the Authority. A conflict of interest can arise when there is a conflict between an Employee's or Member's personal interest (financial or otherwise) and those of the Authority or a supplier. It is important to avoid the appearance of a conflict of interest, as well as an actual one. Being seen or thought to be in a conflict of interest can damage the personal reputation of the Employee or Member and that of the Authority.
- 2.6.2 Each Employee or Member shall declare their interest in any matter being submitted to the Authority for decisions and shall not participate in the discussion or vote on such matter, unless otherwise approved by the governing GOJ guidelines and or law.
- 2.6.3 Family members, friends and other close associates should have no influence on the work-related actions or decisions of an Employee or Member. Decisions ought to be made on a strictly professional and business basis.
- 2.6.4 Employees must not make, participate in making or influence any decision, employment or otherwise, regarding another employee and/or the business of the Authority, where that decision or any act in relation to same, is or may be perceived to be a conflict of interest.
- 2.6.5 All conflicts of interest, actual, perceived or potential must be declared by an Employee to the Director General; and in the instance of the Director General, to the Board of Directors.
- 2.6.6 Each Employee must ensure that all decisions that they make are fair and free from all conflicts of interest. The Director General and each Deputy Director General (together, the "**Executive Management Team**") are held to a higher account and must ensure that they act and exercise their functions appropriately, with greater care and diligence, free from all conflicts of interest.
- 2.6.8 Gifts, Meals and Entertainment

2.6.8.1 Employees and Members should not accept gifts, meals or entertainment, or any other favour from suppliers, customers, clients, vendors, contractors or services providers with whom the Authority transacts business, or those persons and entities over whom the Authority exercises regulatory powers, if doing so may compromise, or appear to compromise, the ability to make objective business decisions in the best interest of the Authority and Jamaica.

2.6.8.2 If there is any doubt on the applicability of this section, the matter should be raised with the Director of Human Resources or the Director General before acceptance.

2.6.8.3 In adherence to this Code, Employees and Members should be guided by the following:

2.6.8.3.1 *Gifts*

1. Do not ask for gifts from a supplier or any individual or organization we provide or receive services.
2. Do not accept gifts of cash or cash equivalents, such as gift cards.
3. Do not accept gifts of more than modest value. Examples of acceptable gifts include a logo pen or T-shirt, or a small gift basket at holiday time.
4. Do not accept gifts in exchange for doing, or promising to do, anything for supplier, customer or anyone with whom the Authority does business.
5. Gifts of symbolic value, such as trophies and statues that are inscribed in recognition of a business relationship, may be accepted.
6. Gifts or discounts offered to a large group of Employees and or Members as part of an agreement between the Authority and a supplier may be accepted and used as intended by the giver.

2.6.8.3.2 Table 1 below provides examples of circumstances in which a conflict of interest may arise.

Scenario	Conflict or (Potential Conflict)
An Employee or Member accepts an expensive gift from a building contractor or service provider who is bidding on a contract to supply materials and build an air traffic control tower.	If they are so awarded, other suppliers may perceive that either the Authority, the Employee or Member was influenced by the gift to award the contract to the building contractor or the service provider.
A manager's significant other who is also employed to the Authority but in another Department, applies for a vacant position for which they are clearly qualified.	If the manager participates in the shortlisting, assessment, or any part of the recruitment, selection or placement process, the Manager would be deemed to have a conflict of interest whether the applicant gets the job or

not. The Manager would be obliged to reclude him/herself from the recruitment process.

Table 1: Example of a Conflict-of-Interest Scenario

2.6.8.3.3 *Meals and Entertainment*

1. Meals or entertainment in exchange for doing, or promising to do, anything for anyone with whom the Authority does business is prohibited.
2. Do not request meals or entertainment from a service provider or anyone with whom the Authority does business.
3. Employees and Members of the Authority may accept occasional meals and entertainment from a service provider if the event is attended by the service provider, and the costs involved are in line with local custom for business-related meals and entertainment. For example, ordinary business meals and attendance at local sporting events are generally acceptable.

2.6.9 *Travel and Premium Events*

2.6.9.1 If an Employee, or Member is invited to an event involving out-of-town travel or overnight stay, or to a premium event requiring high expenditure, consultation should take place with the appropriate supervising office to determine if there is adequate business rationale for the Employee's attendance. If there is, the Authority should pay for such travel and attendance at the event.

2.6.9.2 *Gifts, Meals and Entertainment for Suppliers and others with whom we do Business*

2.6.9.2.1 Gifts, meals and entertainment for suppliers and others ought to support the legitimate business interests of the Authority and should be reasonable and appropriate under the circumstances. Always be sensitive to our suppliers' own rules on receiving gifts, meals and entertainment.

2.6.9.3 *Refusing Gifts, Meals and Entertainment*

2.6.9.3.1 If an Employee or Member is offered a gift, meal or entertainment that exceeds stipulated limits established by the Authority, politely decline and explain the Authority's rules. If returning a gift would offend the giver, or the circumstances under which it was given preclude its return, you may accept the gift, but should promptly

notify your immediate supervisor, who has the responsibility of notifying the Director of Human Resources. The Director of Human Resources will work with you either to donate the item to charity, or to distribute or raffle the item among a large group of Employees and or Members.

2.6.9.4 *Outside Employment and Service*

2.6.9.4.1 Full-time Employees of the Authority are not permitted to have a second full-time job and any other employment should be per the requirements of the Conditions of Service.

2.6.10 Disclosure of Conflicts of Interest by Members of the JCAA Board of Directors

2.6.10.1 Each Member of the Board of Directors and member of the Executive Management must promptly disclose to the Board, any conflict or appearance of conflict of interest on his or her part.

2.6.10.2 Each Member of the Board of Directors and member of the Executive Management shall have a continuing obligation to disclose promptly and fully, any actual, potential or perceived conflicts of interest of which he or she is aware.

2.6.10.3 Each Member of the Board of Directors and member of the Executive Management shall complete and sign, at least on an annual basis, a Conflict of Interest Disclosure Statement in the form of **Appendix 3.7.2 (JCAA Disclosure of Interest Statement Form)**, fully and completely disclosing the material facts about any actual or potential conflict of interest of which he or she is aware.

2.6.10.4 Each Member of the Board of Directors and member of the Executive Management must promptly notify the Board of Directors in writing:

1. if at any time following the submission of the Disclosure Statement, the Member of the Board of Directors or Member of the Executive Management becomes aware of any actual or potential conflicts of interest; or
2. if the information provided becomes inaccurate or incomplete.

- 2.6.10.5 The request for disclosure by Members of the Board of Directors or members of the Executive Management and invitees should be a part of the agenda of every Board and Board Committee meeting.
- 2.6.10.6 Members of the Board of Directors and members of the Executive Management with an interest should undertake the following:
- a. Notify the Chairman of the Board of Directors immediately upon becoming aware of a possible conflict and provide details regarding the interest (including how it may conflict with Board role).
 - b. When the matter is raised formally during a Board of Directors or Board Committee meeting, declare the interest and be recused from any discussion related to the matter (unless clarification is required); and
 - c. Seek legal advice if necessary, regarding how to handle the conflict of interest;
- 2.6.10.7 The end result of the process of disclosure, discussion and consultation shall be either:
- a. non-objection to certain relationships or transactions on the ground that, despite appearances, they are not harmful or do not pose a threat to the Authority; or
 - b. avoidance or termination if the Board of Directors finds that they are harmful/pose a threat to the Authority.
- 2.6.11 Board of Directors and Board Committees - Voting and Quorum
- 2.6.11.1 The Board of Directors must act on conflicts of interest situations by affirmative vote of a majority of Members at a meeting at which a quorum is present. This is provided that the interested person/s with respect to the matter must not be counted for purposes of determining whether a quorum is present, or for purposes of determining what constitutes a majority vote of Members in attendance. Matters include any proposed transaction between the Authority and a Member or Related Party.
- 2.6.12 Management Plan for Conflict of Interest related to a Member or Executive Management
- 2.6.12.1 Upon the determination of the type and implication of a conflict (or even whether one exists), the Board of Directors could develop a Plan to manage, reduce or eliminate the conflict of interest (a "**COI Management Plan**"). The Board may well seek input from the interested person/s as necessary. The COI Management Plan should cover

information on the conflict of interest and expectations from the interested person/s. The Board should weigh the interests of the Authority, the individual, and the public when determining the most appropriate solution to resolve or manage the conflict of interest. Actions for the COI Management Plan could include what the interested person/s must do or refrain from doing, retrospective cancellation of affected decisions and subject to legal opinions, tainted contracts; recommendations to the appointing authority for action (e.g., suspension or revocation of appointment).

2.6.13.1 Violation of this Code by Member of the Board of Directors or Executive Management

2.6.13.2 If the Authority's Board of Directors has reason to believe that a Member of the Board, or member of the Executive Management has failed to disclose a conflict of interest or otherwise violated this Code, it should inform the Member of the Board or member of the Executive Management as the case may be, of the basis for this belief and afford him or her an opportunity to explain the alleged failure or violation. If, after hearing the response of the interested person/s and making such further investigation as may be warranted in the circumstances, the Board of Directors determines that the Member or member of the Executive Management has in fact failed to disclose an actual potential or perceived conflict of interest or otherwise violated this Code, it shall pursue appropriate disciplinary and corrective action, which may include recommending to the appointing authority the suspension or removal of the interested person/s from the Board of Directors or other role.

2.6.14 Communicating on Conflicts of Interest

2.6.14.1 The perception that a conflict of interest is not being managed properly can be very damaging – regardless of how well it is in fact being managed. Accordingly, the Authority will communicate commitment to its policies and procedures for managing conflicts of interest to all key stakeholders, including the general public.

2.6.14.2 The Corporate Secretary, must maintain a register of interest in the form of the specimen adapted from the Government of Jamaica Code of Ethics for Board Members and Executive Officers of Public Bodies (PBS)) dated February 25, 2022 included at **Appendix 2.6.14.2** (the "**JCAA Register of Interest**") which should be

available upon request for inspection in accordance with the Access to Information Act.

1. The Corporate Secretary must use the information from completed disclosure forms to update the JCAA Register of Interest.
2. The Corporate Secretary must update the JCAA Register of Interest as necessary (but at least annually) to disclose the conflicts of interest as they are declared.
3. The JCAA Register of Interest is a record/summary all disclosures of interest by Members of the Board of Directors and of members of the Executive Management, including the declaration of "no interest". The JCAA Register of Interest is expected to allow the Authority to monitor the conflicts presented by the Members of the Board of Directors and the Executive Management and to monitor whether accurate statutory declarations have been made. The JCAA Register of Interest will also facilitate maintenance of a record of actions necessary to manage conflicts of interest.

2.6.15 Documentation of Conflicts of Interest Decisions Made by the Board of Directors or Board Committee

2.6.15.1 The minutes of meetings convened by the Board of Directors, or a Board Committee must contain:

1. The names of the persons who disclosed or otherwise were found to have an interest in a conflict-of-interest matter, the nature of such interest and any action taken to determine whether a conflict of interest was present;
2. The names of the persons who were present for discussions, the content of the discussion (including any alternative to a proposed transaction or arrangement), and votes relating to the matter; and
3. The Board of Directors'/Board Committee's decision regarding the conflict of interest.

2.6.15.2 Discussions on matters of interest should be redacted from the related Board Minutes which are dispatched to the interested person/s. Such person/s may, however, be apprised of a decision related to the matter.

2.7 **PRINCIPLE 6: Honour our Corporate Social Responsibility Commitments**

2.7.1 Philanthropic and Community Involvement

2.7.1.1 The Authority is committed to making a positive contribution to the communities we operate in and among the stakeholders with whom we collaborate. All corporate contributions and support given on behalf of the Authority should be made in accordance with applicable policies, procedures and processes (such as the JCAA Donation and Sponsorship Policy).

2.7.1.2 In extraordinary circumstances, the Director General or another senior Manager may approve the use of equipment, facilities or staff time for charitable activities. Otherwise, as much as possible, charitable and community activities should be limited to non-business hours.

2.7.2 Environmental Responsibility

2.7.2.1 The Authority is committed to protecting human health, natural resources, and the environment. Within its mandate, the Authority will continue to play its part in educating the public regarding environmental protection and will continue to support activism in this regard. The Authority's operations will be conducted in a manner that is compliant with environmental laws and standards. The Authority will continue to support the efforts of communities to enhance and protect their natural environment.

2.7.3 National/Civic Duties

2.7.3.1 The Authority encourages all Employees and Members to take civic responsibilities seriously. The Authority considers participation in national and civic duties to be an important contribution to the community and a personal decision that is subject to the individual's conscience and own discretion. The time and effort devoted to these activities should not interfere with job responsibilities or pose a conflict of interest.

2.7.3.2 National or civic activities should be undertaken in accordance with the requirements of the JCAA Conditions of Service.

3. ADMINISTRATION OF THE CODE

3.1 Generally

3.1.1 The Authority has designed this Code of Ethics to ensure consistency in how Employees and Members conduct themselves within the Authority and wherever they may be while in its employ or service. Although there can be no one set of prescribed rules or guidelines to cover all circumstances; these guidelines may be varied as necessary to conform to prevailing laws.

3.2 Accountability

3.2.1 Responsibility for administering, promulgating and implementing the Code rests with the Authority' Human Resource Department, with oversight by the Human Resource Committee of the Authority's Board of Directors.

3.3 Investigating Potential Code Violations

3.3.1 The Authority will treat all reports of potential violations of this Code of Ethics seriously and is committed to confidentiality and a full investigation of all allegations. The Authority's Human Resource, Internal Audit, Legal, and Security Management Departments may conduct or manage Code investigations. Employees and Members who are being investigated for a potential Code violation will have an opportunity to be heard prior to any final determination. The Authority is committed to observing and following established grievance procedures as provided for in the JCAA Conditions of Service and applicable laws.

3.4 Reporting Violations

3.4.1 Actual, suspected or potential violations of law, regulations, or internal policies (including instances where a violation is seen to have been overlooked or ignored by others) should be immediately reported. Reporting such matters can help to protect all Employees and Members, the Authority and other stakeholders.

3.4.2 If it is believed in good faith that an Employee may have breached this Code of Ethics, or an applicable policy, procedure, or code of conduct, or has potentially violated any law or regulation, the Employee is obligated to promptly report the matter to the Director, Human Resource or the Human Resource Committee of the Board of Directors in the event that the Employee is a member of the Executive Management. In the instance that the alleged breach is suspected of the Director, Human Resource, then the breach should be reported to the Deputy Director General, Corporate Services. If a breach is suspected of a Member of the Board of Directors, then the breach should be reported to the Chairman of the Board of Directors. If a breach is suspected of the Chairman of the JCAA Board of Directors, then the breach should be reported the Minister of Government of Jamaica responsible for civil aviation.

3.4.2 Each Employee and Member has the obligation to report:

1. a breach or suspected breach of this Code of Ethics or supplemental guidelines by another Employee or Member;
2. a weakness or deficiency in the Authority's policies, procedures, processes or controls that might enable breaches to occur or go undetected; and
3. any failure of a customer, client, supplier, service provider or contractor to adhere to the legal requirements or ethical standards outlined in this Code.

3.4.3 If a problem or irregularity has been referred to an Employee or Member, such Employee or Member, must report the matter promptly and appropriately using one of the options provided by available laws and policies.

3.5 Decisions

3.5.1 Generally

3.5.1.1 The Human Resource Department shall supervise investigations undertaken pursuant to this Code (a "**Code Investigation**") and guide the Authority towards an appropriate resolution.

3.5.2 Disciplinary Actions & Appeal

3.5.2.1 The Authority will impose disciplinary actions befitting each violation of this Code of Ethics and will consider the nature and circumstances of each violation in coming to a decision. Violations of a serious nature may result in inter alia suspension without pay; loss or reduction of merit increase, termination of employment or removal from role. When an Employee or Member is found to have violated this Code of Ethics, notation of the final decision, and a copy of any letter of reprimand, will be placed in the Employee's or Member's personnel or other file as applicable, as part of their permanent record. Employees and Members may also appeal decisions in accordance with the procedures captured in the JCAA Conditions of Service for disciplinary proceedings.

3.6 Reporting on Decisions and Investigations

3.6.1 At least once per quarter, the Human Resource Department must submit a report on all pending investigations relevant to the Code of Ethics and final Code decisions, including disciplinary actions taken, to the Executive Management and to the Human Resource Committee of the JCAA Board of Directors.

3.7 Signature and Acknowledgement

3.7.1 It is mandatory that all new Employees and Members sign an acknowledgement form confirming that they have read this Code of Ethics and agree to abide by its provisions.

3.7.2 Each Employee and Member will be required to make similar acknowledgements on an annual basis, unless otherwise specified by law, or Government of Jamaica policies. The statement must affirm that such person:

1. Has received a copy of this Code;
2. Has read and understands this Code;
3. Has agreed to comply with this Code; and
4. Has completed the Disclosure of Interest Statement in the form presented at **Appendix 3.7.2 (JCAA Disclosure of Interest Statement Form)**.

3.8 Waivers

3.8.1 The failure to read this Code of Ethics or to sign the acknowledgement form will not excuse an Employee or Member from compliance with this Code of Ethics.

3.8.1 Waivers of any provisions of this Code of Ethics must be approved by the Human Resource Committee of the JCAA Board of Directors. Such a waiver must be disclosed promptly to the extent required by law or internal governing policies.

4. PROMULGATION AND IMPLEMENTATION

4.1. Generally

4.1.1 The Director, Human Resource will be responsible for designing learning and awareness sessions for all Employees and Members about this Code of Ethics which is to be done over a pre-determined time-horizon.

4.2 Availability of the Code of Ethics

4.2.1 This Code of Ethics will be made available on the Authority's website, posted on the Intranet and other repositories shared by all Employees.

5. ETHICAL RESOURCES

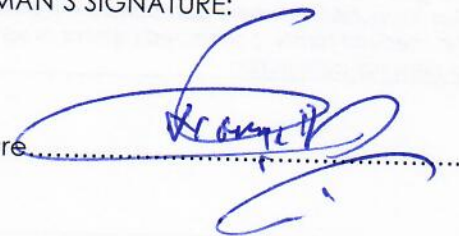
1. GOJ Code of Ethics For Board Members/Executive Officers of Public Bodies (PBS) February 25,2022
2. JCAA's website (Ethics page)
3. Internal Policies and Guidelines
4. <https://www.scu.edu/ethics/ethics-resources/>
5. <https://www.ibe.org.uk/>

6. ADOPTION AND AUTHENTICATION

6.1 This Code shall be adopted after being revised by Members and relevant feedback incorporated. It is intended to provide guidelines for conduct in behavior and business decision making by the Authority's Employees and Members. The provisions of this Code compliments rather than supersedes provisions in the laws and other policies and procedures governing the Authority.

6.2 It is the responsibility of the Members of the Board of Directors to review this Code at least annually, and where appropriate, the Members may be influenced by recommendations from other organs within the Authority in the revision, adjustment and amendment of this Code, as such may be needed from time to time.

CHAIRMAN'S SIGNATURE:

Signature 

Date March 13/23

APPENDIX 3.7.2 JCAA DISCLOSURE OF INTEREST STATEMENT FORM

DISCLOSURE OF INTEREST STATEMENT	
This Disclosure of Interest Statement should be completed as required (but at least annually) by Employees and Members of the Board of Directors and members of the Executive Management. This form may be adjusted to capture more, but not less information.	
I, _____, as [Full Name]	
_____ of the Jamaica Civil Aviation Authority [Title/Position]	
have set out below my interests in accordance with the JCAA Code of Ethics.	
Date of Appointment:	
CATEGORY	<i>Please give the details of the interest and whether it applies to yourself, or where appropriate a member of your immediate family, connected persons or some other close personal connection.</i>
1. Current employment and any previous employment in which you continue to have a financial interest	
2. Appointments (voluntary or otherwise) (e.g., trusteeships, directorships, local authority membership, tribunals, etc.)	
3. Membership of any professional body, special interest group or mutual support organisation	
4. Investments in unlisted companies, partnerships and other forms of business, major shareholdings and beneficial interests (whether local or international)	
5. Investments in listed companies, partnerships and other forms of business, major shareholdings and beneficial interests (whether local or international)	
6. Gifts of social amenities/hospitality offered to you by external bodies in the last twelve (12) months and whether this was declined or accepted	
7. Any contractual relationship with the Authority or its subsidiary	
8. Any other interest not covered by the above which could give rise to a conflict of interest	
I declare that I have disclosed to the best of my knowledge material facts about any actual or potential conflict of interest of which I am aware and that the above information is complete and correct. I undertake to update as required (but at least annually) and give my consent for the information to be used for the purposes described in the JCAA Code of Ethics, and for no other purpose	
Signed: _____	Date: _____
Position: _____	

APPENDIX 2.6.14.2: SPECIMEN OF JCAA REGISTER OF INTERESTS

As Adapted from the Government of Jamaica Code of Ethics for Board Members and Executive Officers of Public Bodies (PBS) dated February 25,2022

NAME OF MEMBER OF THE BOARD DIRECTORS OR	INTEREST	NAME & RELATIONSHIP OF THE PERSON(S) TO WHOM THE INTEREST RELATES (If self, please indicate "Member")	STATE IF INTEREST IS CURRENT AND NECESSARY ACTIONS
Ms. Jane Doe	Member of XYZ Limited which does business with the Authority	Member of the JCAA Board of Directors	Current conflict; Conflict of Interest Management Plan in place
Mr. Pier Dole	Majority shareholder and Director of Private Company A for which the Authority has regulatory responsibilities	Ms. Mary Dole – Daughter	Current conflict; Conflict of Interest Management Plan in place
Mr. John Y	No interest declared		

