

## 3 CODE OF CONDUCT

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### 3.1 Staff commitment to code of conduct

Interpeace is committed to the values and principles outlined below. The Governing Council expects that the Director-General and all management and other staff members of Interpeace shall do their best, both collectively and individually, to:

- Work in accordance with the objectives of Interpeace;
- Uphold the values and working principles (as outlined below in this section);
- Support the Equal Employment Opportunity Policy and the Diversity Policy of Interpeace (found below);
- Carry out his/her work with the highest level of care and diligence and in accordance with Interpeace instructions and directives;
- Abide by all the Work Standards stated below.

### 3.2 Values and working principles

These values and working principles provide the foundation for all our efforts at Interpeace.

#### 3.2.1 Organization values

- *Peace* – resolving conflict without violence; at the center of all of our values;
- *Respect* - for local culture, and belief in the power of local capacities, ideas and solutions, internally and externally;
- *Trust* – trust between people is a critical foundation for lasting peace;
- *Integrity* – principled, forthright, sincere;
- *Participation* - active interaction transforms relationships.

#### 3.2.2 Personal values

- *Honesty* – honest with ourselves, with colleagues and those with whom we work, and with all others;
- *Integrity* – fair, just, true;
- *Caring* – caring deeply for the people with whom we work;
- *Commitment* - diligent, persistent, engaged;
- *Respect* – valuing every person in their own right.

### 3.2.3 Working principles

Interpeace is an organisation that aspires to be:

- *Consultative and decisive (at all levels)* – inclusive, participatory, empowering, teamwork-oriented, confident in its process of decision-making;
- *Respectful, polite* – the quality of personal interaction is as important as its substance;
- *Disciplined, prudent* – resource-conscious, responsible, accountable, results-oriented;
- *Dynamic* - catalysing, inspiring, creative and action-oriented;
- *Learning-oriented* – knowledge-based, reflective and self-critical;
- *Balanced* – sensitive to gender, culture and age, its sources of information, and in applying discipline and flexibility;
- *Transparent* – honest, open, sincere;
- *Objective* – creating and protecting the space for neutrality, following a disciplined objectivity;
- *Solidarity* – caring, empathetic, concordant;
- *Pioneering* – seeking new and better ways to be effective.

## 3.3 Equal employment opportunity policy

It is Interpeace policy to provide equal employment opportunity, in conformance with applicable laws and regulations, to individuals who are qualified to perform job requirements regardless of their race, colour, gender, religion, national origin, citizenship status, age, disability, sexual orientation, or other legally protected status in the areas in which we operate. This policy shall be integrated into all other applicable policies and practices of Interpeace.

Interpeace administers its personnel policies, programmes, and practices in a non-discriminatory manner in all aspects of the employment relationship, including recruitment, hiring, work assignment, promotion, transfer, termination, wage and salary administration, and selection for training.

In regional offices preference is normally given, where appropriate, to nationals of those regions or countries.

Managers and supervisors are responsible for implementing and administering this policy, for maintaining a work environment free from unlawful discrimination, and for promptly identifying and resolving any problem area regarding equal employment opportunity.

### **3.4 Diversity policy**

Interpeace believes that having a workforce that is diverse in all dimensions is critical to our success. Therefore, it is our policy to recruit, promote and retain a workforce with a true diversity which encompasses more dimensions than just race, colour, religion, gender, national origin, age, disability and sexual orientation. Although all those characteristics are very important, diversity in our organisation will also include such factors as socio-economic status, political beliefs, and education, among others.

Diversity incorporates the ideas of acceptance, respect, and inclusion. We must continually strive to understand, value, and incorporate the differences of each employee in order to build and maintain a truly multicultural workplace reflective of the growing diversity in our worldwide communities. To ensure and maintain the attractiveness of an Interpeace career, the culture shall be such that every employee is encouraged to rise to his or her very highest level of responsibility utilizing his or her abilities based only on merit, ability, and potential; free from social, personal, or institutional barriers of prejudice or discrimination. Our ability to recruit, retain, promote, and train a diverse, high-quality workforce is essential for our progress and mission accomplishment.

Interpeace personnel are expected to be fully committed to the concepts and application of diversity management and equal opportunity in employment. Every administrator, manager, and supervisor must demonstrate a leadership dynamic that values inclusion of all employees as part of the Interpeace team and views diversity as vital to the Interpeace mission. Interpeace supervisory and non-supervisory employees will fully support this policy and help to ensure that all personnel understand that they are valued and to expect that they will be supported in their efforts to achieve their full potential while contributing to the Interpeace mission.

All Interpeace administrators, supervisors, managers, and other employees shall take proactive measures to ensure that this diversity policy is disseminated throughout the Interpeace workforce. In essence, every employee is responsible for fostering an inclusive team atmosphere and being a contributing part of the Interpeace team.

### **3.5 Staff development**

Interpeace seeks to provide staff members with opportunity for professional growth within the organisation.

Interpeace may provide training and skill-building opportunities related to the assigned post, subject to availability of budgeted training funds. Staff members are

encouraged to request training opportunities; the cost estimate, if any, should accompany the request. These events may include videos or guest speakers. The Head of Office must prior approve all such training sessions as to appropriateness and budget coverage.

Language training is only available on an exceptional case-by-case basis and subject to budget availability. Normally a post is expected to be filled by someone already possessing the language skill required for the post, and thus no added training would be justified. The approval of the Director-General is required for language training of staff in Geneva office posts, and by the Head of Office for all other posts.

## **3.6 Work standards**

### **3.6.1 Ethical & Behaviour Standards**

#### **Conflicts of interest**

Staff members shall refrain from entering into an activity, contract, purchase agreement or service negotiation with any person, firm or organisation that results, or could result, in a real or perceived conflict of interest.

Conflict of interest occurs when a staff member, officer, or agent of Interpeace participates in the selection of employees, vendors or contract providers in which immediate family or partners thereof have a financial interest. Conflict of interest may occur when, through a direct or indirect relationship with Interpeace or any of its staff members, an individual:

- Has an unfair advantage in competing for a procurement or for a position at Interpeace; or
- May be unable to provide impartial advice or assistance in a hiring or procurement process in which he/she is involved.

All Interpeace staff are required to disclose to the Director of Administration or the Head of Office any potential conflict of interest situation in which they may be involved.

#### **Gifts**

All staff members will inform their supervisors if, in the course of their work for Interpeace, they are offered and/or receive an honour, favour or gift with a value in excess of \$100 USD. The supervisor may decide that such honour, favour or gift should be declined or turned over to Interpeace, if considered excessive or inappropriate. If there is any doubt about a particular gift's meeting these standards, the matter should be discussed with the DG or the Director of Administration.

### **Harassment and/or intimidation**

Hostile or other unwelcome comments, looks, actions, suggestions, or physical contact, based on gender, ethnic origin, religion, sexual orientation or other personal characteristics are unacceptable. Interpeace will not tolerate the creation of a hostile work environment through the intimidating, threatening or similar destructive actions of any staff member.

Staff members who feel harassed or intimidated should follow procedures outlined in the Harassment Reporting section below.

### **Sexual harassment**

Interpeace will not tolerate any person sexually harassing another staff member or the sexual harassment towards or by any Interpeace contractor, donor's employee or other persons who are encountered by Interpeace staff in the normal course of business. Sexual harassment includes: sexual advances, requests for sexual favours, and any other unwanted verbal or physical conduct of a sexual nature. Sexual harassment includes situations when:

- Submission to such conduct is made either explicitly or implicitly a condition of an individual's employment or other financial relationship with Interpeace;
- Reaction to such conduct by an individual is used as the basis for employment decisions affecting such individual;
- Such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

### **Harassment reporting**

A staff member who perceives that he/she has been subjected to harassment, sexual harassment and/or intimidation should immediately report his/her complaint to the supervisor, the Director of Administration or the Director-General. The reporting person may also request the presence of an SMT member or a local manager of the same sex when making a report. A staff member may also contact a Gender Focal point(s) for offices where those are appointed. In all cases, the Regional manager must be notified of the complaint and is to ensure that the allegations are properly investigated in consultation with the Director of Administration.

A staff member accused of harassment and/or intimidation will be advised immediately and invited to present his/her case so that the complaint can be investigated. Action to investigate and resolve the complaint will be taken as quickly as possible. The complainant will also have the opportunity to request the presence

of an SMT member or a local manager of the same sex when making statements for the investigation. A staff member may also contact a Gender Focal point(s) for offices where those are appointed.

If substantiated, immediate disciplinary measures will be taken, including possible dismissal.

### **Alcohol, smoking, drug use/dependence**

Interpeace workplaces shall be smoking, alcohol and drug-free. A drug is deemed to be any illegal substance as specified by local laws. Social events may however include the serving of alcohol on Interpeace premises with the prior approval of a Head of Office, a DDG, CFO or the Director-General on a case-by-case basis.

Any staff member with an alcohol or substance-dependency problem is advised to consult with the Head of Office who may provide support to the staff member by helping to identify a suitable rehabilitation programme. Such referral support does not imply any obligation by Interpeace to pay for treatments or to retain the employee during treatment.

### **Witnessing illegal/unsafe/unethical practices**

Interpeace is committed to the identification and remedy of any malpractice within the organisation. Employees who suspect any form of malpractice, whether it involves a criminal act or unsafe or unethical practices, are asked to report their observation immediately to the Head of Office or the Director of Administration. Employees will not be penalized for using this procedure in strict accordance with our non-retaliation policy (See Non-Retaliation policy statement in this section below).

### **Proselytizing**

Interpeace is a non-sectarian organisation and therefore prohibits any form of proselytizing during the course of conducting its business. The promotion of any religion in our documents or in publicly displayed materials or in any other form on our property or in connection with our business activities is prohibited.

### **Non-Retaliation**

At Interpeace we encourage the reporting of all perceived incidents of illegal, unsafe, or unethical actions or those which may involve discrimination or harassment. It is the policy and responsibility of management to investigate any such reports. Our organisation prohibits retaliation against any individual who makes such reports or who participates in an investigation of such reports. All staff are expected

to comply with this policy and failure to do so could result in disciplinary action, including dismissal.

However, false and/or malicious complaints of harassment, discrimination or retaliation as opposed to complaints which, even if erroneous, are made in good faith, may also be the subject of disciplinary action.

### **3.6.2 External Relationships**

#### **External commitments**

A regular staff member may assume another remunerated or non-remunerated position outside the organisation. Any such external commitment must be disclosed to and have advance approval from the employee's supervisor.

Any such engagement with external parties, without prior approval from Interpeace, may result in a disciplinary action, including possible dismissal.

#### **External instructions**

In the performance of their duties, staff members will neither seek nor accept instructions from any other person, party or entity external to Interpeace.

### **3.6.3 Work Hours**

#### **Normal work hours & changes**

It is our policy to maintain a consistent standard for the administration of working hours. Normal office hours are: Monday to Friday and a total of 40 hours is to be worked each week for full-time employees. Interpeace operates flexible working hours, but requires that all personnel be available daily during the "core periods" of 09.00h to 12.00h and 14.00h to 16.00h. Employees are expected to adhere to their agreed schedule of hours. Temporary exceptions may be granted by their supervisor for unique circumstances.

Part-time employees are those who work less than 40 hours per week as specified in their Employment Contract and under the standard terms of the Conditions of Service applicable for their office location.

Mealtimes are not counted toward the employee's scheduled work hours.

#### **Overtime**

All staff members may be required to work overtime. The Head of Office and the staff member's manager shall do their utmost to provide sufficient advance warning of particular requirements.

Professional staff members at grades L0 and above are expected to work overtime as needed to complete their assigned tasks. They shall not receive payment for such extra hours as they are already considered to be compensated in the total remuneration and benefits such grades receive.

In exceptional circumstances and upon request, the Director-General or Head of Office may authorize compensatory time off as a discretionary offset for extraordinary overtime requirements of Professional staff. Any such approval must be documented in writing. Weekend, public holiday or overnight business travel will result in compensatory time off of up to 8 hours per day of travel with the approval of the staff member's manager

Overtime worked by General Service staff must be specifically requested and approved in advance by their supervisor. Unauthorized overtime will not be considered for compensatory time. Overtime will normally be compensated through compensatory time-off in lieu of additional pay.

Compensatory time must be taken within six (6) months of the date it is earned.

If a General Service staff member transfers or terminates employment, any accumulated compensatory time is to be paid at the staff member's current rate of pay on or before the next regular payday following the date of transfer or termination.

The Administration Officer must maintain the appropriate records to track the actual days and time worked, compensatory time earned and compensatory time used. Records will include an Overtime Approval & Report Form (see Appendix D) signed by the staff member and approved by the supervisor.

As the requirements and regulations regarding overtime vary in different countries, each Office should consult a local labour expert when developing specific policies to ensure they are in conformity with local laws. Such legally required changes, if any, are the only variances allowed from this policy.

### **3.6.4 Communications**

#### **Confidentiality and unauthorised disclosure**

Staff members shall maintain confidentiality of all information obtained in respect to Interpeace and its related parties and shall exercise the utmost discretion internally and externally in regard to all matters of business. At no time will staff members in any way use or reveal any confidential information known to them without prior authorisation.

The Head of Office shall also provide instructions for the specific use to be made of any such information released. Staff members shall be bound by this obligation even after the end of the employment relationship.

Violation of confidentiality or unauthorized disclosure of information may result in a disciplinary action, including possible dismissal and legal action.

All staff members are required to sign a Confidentiality Agreement (See Appendix E) prior to starting work with Interpeace. This agreement shall apply during and after the employee's tenure with Interpeace in respect to any confidential materials or information to which the employee had access during their Interpeace employment.

### **Public statements**

Only staff designated and authorised by the Director-General shall make statements or express opinions on behalf of, or about, the Director-General, other staff members or Interpeace, to the press or other media, including through internet-based media and bulletin boards. Contact the Director of External Relations for the current list of approved spokespersons.

### **Intellectual property**

Unless otherwise negotiated, Interpeace is the inherent copyright owner of all data and documentation that any staff member or consultant may produce, develop, gather, review and/or analyse as part of his/her official duties and/or on behalf of Interpeace and during Interpeace-contracted time, whether or not such data and documentation have been published by Interpeace. A staff member will not, even after the end of service with Interpeace, publish such data or other documentation without prior approval from Interpeace. Even with approval, due credit will be given to the origin and to Interpeace.

### **Writing for publication**

It is in the interest of Interpeace that staff members publish articles, papers and books over and above any publishing activity associated with their appointment within Interpeace. Professional writing of relevance to Interpeace, whether published under the Interpeace name or not, shall require the approval of the staff member's supervisors and Head of Office who shall request, if appropriate, that due credit be given to Interpeace and may request alterations that are in his/her view necessary to protect the integrity and reputation of Interpeace and its staff. The Head of Office may also require that, where such writing is undertaken during Interpeace paid time or with the use of Interpeace supporting services, that all or part of any payment received be remitted to Interpeace.

In order to achieve policy coherence, articles, papers, books and speeches which contain departures from, or modifications of, agreed policy positions or break new policy ground, shall be referred to the Director-General for prior approval.

### **Image release**

As part of an employee's role within Interpeace, they may be featured in both photos and videos. Every attempt will be made to ask for permission verbally, via Email or in writing, to confirm the employee's permission for their image to be used for specific purposes. However, as an Interpeace employee, permission is automatically given for Interpeace to use the employee's images in both photos and video footage in the public domain for an unlimited period of time. The photos or footage may also be used by organizations that have partnered with Interpeace, with the express permission of Interpeace.

### **3.6.5 Office Conduct & Procedure**

#### **Office and communications equipment use**

Staff members may use Interpeace office equipment for personal reasons if such usage will create only negligible additional expense to Interpeace (e.g., electricity, ink, paper and ordinary wear and tear), and the staff member is familiar with the operation of the equipment.

Staff members may make and receive limited personal telephone/telefax communications using Interpeace equipment and phone services. Personal long distance or international calls must be reimbursed. Interpeace may suspend personal usage rights, should they be abused.

Staff members are responsible for the proper use of Interpeace's equipment. Any damage or loss due to a staff member's willful or negligent misuse shall be repaired and/or reimbursed by the staff member, and may be grounds for additional disciplinary measures.

#### **Electronic and business data**

Staff members should be aware that communications via Email or Internet use are subject to interception. Such communications are also subject to acquisition through legal action by outsiders. Therefore, staff members should use the utmost discretion in the creation and storage of such data.

All electronic data created and/or stored on Interpeace equipment is the property of Interpeace, which reserves the right to access this data at any time including Emails, computer files, and Intranet/ Internet use.

### **Notification of changes**

Staff members are responsible for promptly notifying the Director of Administration and/or the Head of Office, in writing, of any changes affecting their status under this EPM and for supplying any relevant documentation that is required. Such changes specifically include the birth of a child, marriage, divorce, or a change of address/phone.

### **3.6.6 Grievance procedures**

All staff members are expected to make their best effort to resolve workplace problems on their own. However, if a staff member believes they have been treated unfairly, they are encouraged to discuss the situation with their respective manager, who will attempt to mediate and/or seek other appropriate resolution of the problem.

If the problem cannot be resolved at this level, the staff member is entitled, without fear of prejudice or retribution, to consult with and/or seek assistance from higher management, including the Director-General.

### **3.6.7 Office Work Security and safety measures**

Staff members are expected to be safety-conscious and to assist the organisation in identifying conditions that might be hazardous.

Staff members must act in conformity with the laws and regulations in force in the country of their Office and take into account local customs regarding safety and security.

Interpeace is committed to providing a safe and pleasant working environment. The following general safety guidelines are to be observed by all employees:

- Follow the manufacturer's safety instructions for the use of any specialized equipment (e.g., power tools);
- Report immediately to your supervisor any unsafe or hazardous situations and post warning signs as needed;
- Use appropriate behaviour, avoiding situations that may jeopardize safety;
- Immediately report any work-related accident to your supervisor or Head of Office;
- Keep floors and work areas clean and clear of debris;
- Keep all stairways, aisles and approaches to emergency, safety and electrical equipment clear and know where the emergency exits are located;
- Know the location of the nearest fire extinguisher and learn how to use it;

- Know the escape routes and where the meeting point is located;
- Take responsibility for securing Interpeace’s property from damage or misuse;
- Do not take any direct action to combat an emergency situation, if such action might endanger yourself or others.

### **3.7 Disciplinary measures and procedures**

Staff members shall be required to maintain a standard of performance, behaviour and integrity consistent with the Interpeace Code of Conduct. If a staff member's conduct does not meet these standards or their work performance is unsatisfactory, s/he shall be subject to disciplinary action which could result in dismissal.

Disciplinary action shall consist of at least one verbal warning, and a final written warning. The only exceptions are for summary dismissal, as set forth in the “Summary Dismissal” section next below, which applies to the most serious level of infractions.

Written and verbal warnings shall be documented, delivered and communicated to the staff member by the staff member’s supervisor or the Head of Office. The staff member should acknowledge the receipt of a warning letter by signing a copy thereof. Copies of the letters shall be forwarded to the Administration Officer. The letters will be included in the staff member’s permanent personnel file and shall form part of his/her performance record. Verbal warning should also be documented by the supervisor and included in the staff member’s file.

It is recommended, but not required, that any written warning be sent to the concerned staff member via registered mail. This is especially important in instances where a staff member is unavailable or declines to counter-sign the warning letter.

Any termination decision must be approved in writing and in advance of the notice to the employee by the local HoO.

### **3.8 Summary Dismissal**

A staff member may be summarily dismissed without prior notice or warning in the event of:

- Conviction of a serious criminal offence;
- Grave misconduct, such as verbal or physical aggression, abuse, harassment or mobbing, theft, establishment of secret or unrecorded funds of money or other assets, fraud, malicious damage to or the use of Interpeace facilities, resources and assets for illegal purposes or personal gain;
- Gross indiscretion, such as disclosure of confidential information and data, including errors of omission as well as of deliberate intent, severe breach of

confidence and trust, and any other action that may damage Interpeace's integrity and reputation;

- Any other grounds for dismissal which are deemed sufficient under applicable local law.

If an employee is summarily dismissed for cause, no benefits beyond those which are legally required will be granted. For Offices where no local laws apply, the Swiss Code of Obligations shall be used for determination of benefits under this minimum benefit provision.