






IFRC Secretariat Policy on the Prevention and Response to Workplace Harassment and Discrimination

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1. Introduction

Commitments and Guiding Principles

- 1.1 IFRC affirms the right of every person to be treated with respect and dignity and strives in its operations to safeguard the welfare of its personnel, partners, and affected persons.
- 1.2 By means of this Policy,¹ IFRC commits to providing a safe, inclusive, and respectful work environment, free of all forms of harassment and discrimination. The Organization recognizes that harassment, whether in the form of bullying or sexual harassment, and discrimination have the potential to severely impact staff mental health and physical well-being, lower productivity, or create divisions within teams. Conduct that constitutes harassment or discrimination violates the inherent values of the IFRC and the Fundamental Principles of the Movement.
- 1.3 IFRC takes a zero-tolerance approach to any form of harassment and discrimination. This means that the Organization will consider all reports of improper conduct and, where misconduct has occurred, hold perpetrators accountable for their actions. This also means that IFRC prohibits retaliation against those who speak up against violations of its standards of conduct, including those specified in this Policy.²
- 1.4 IFRC seeks to foster a work culture where everyone feels secure and empowered to report concerns of improper conduct. To this end, IFRC is committed to a survivor-centred approach that aims to do no further harm, in line with the principles of respect, safety, confidentiality, and non-discrimination.

2. Purpose and Scope of Policy

Purpose

- 2.1 IFRC aims to take the necessary steps to prevent all forms of harassment and discrimination in the work environment, and to respond appropriately where prevention has failed. The purpose of this Policy is to:

¹ This Policy forms part of the Organization's broader framework on safeguarding, which includes IFRC's Code of Conduct, Policy on Child Safeguarding and the Policy on the Prevention and Response to Sexual Exploitation and Abuse. "Safeguarding" is generally defined as a "framework to protect from harm, damage or exploitation with appropriate measures".

² Staff Regulation 9.1.6: "The Federation has a zero-tolerance policy to any form of retaliation against a person who either reports reasonably-held suspicions of breach of the Federation's Internal Rules, or who cooperates in any process carried out under Chapter IX of the [Staff] Regulations." See also IFRC's Whistleblower Protection Policy.

- Define clearly what constitutes prohibited conduct for the Organization;
- Outline the obligations of IFRC personnel, including the responsibility of managers, to prevent harassment and discrimination in the work environment;
- Provide information on available resources to those who have experienced or observed any form of harassment or discrimination;
- Set out informal and formal resolution mechanisms available to IFRC personnel as well as the appropriate channels for formal reporting of alleged breaches of this Policy; and
- Establish the Organization's duties in handling and responding to reports of alleged breaches of this Policy.

Scope of Application

2.2 This Policy covers conduct that occurs:

- i) in the workplace³; and
- ii) outside the workplace, including on work-related travel, social and training events, and in a private context outside working hours under circumstances where the conduct impacts the recipient's work environment.

2.3 This Policy applies to all individuals serving the IFRC irrespective of the duration or type of their contractual arrangement. This includes all Federation Staff, Seconded Staff, and other persons working for the IFRC, including volunteers, interns, and consultants as well as those working on an IFRC-funded project or programme or based on agreed coordination modalities such as integration and surge, even if contracted through a National Society, and sub-contractors and their staff, (collectively "IFRC Personnel").

2.4 IFRC includes a standard clause in its relevant agreements with third parties, including implementing partners and National Societies on their duty to ensure a work environment that is free from harassment and discrimination. Any third party may report allegations of improper conduct allegedly perpetrated by IFRC Personnel in accordance with the terms of this Policy. This includes National

³ Workplace includes any IFRC premise, including premises (offices or residencies) embedded within or shared with National Societies, the International Committee of the Red Cross, or other partners.

Societies, service providers, contractors or sub-contractors, and their respective personnel.

- 2.5 Persons who benefit from IFRC's protection or assistance in a country or local community where the Organization operates are not covered under this Policy. IFRC has adopted a Policy on the Prevention and Response to Sexual Exploitation and Abuse applicable to partners and affected persons.⁴

3. Definitions of Prohibited Conduct

- 3.1 For the purposes of this Policy, all types of harassment and discrimination are collectively referred to as "**prohibited conduct**". The Annex to this Policy provides a non-exhaustive list of behaviours that may constitute prohibited conduct.

Types of Harassment: Bullying/Mobbing, Sexual Harassment, Abuse of Authority

- 3.2 Harassment refers to any improper or unwanted conduct that has, or that might reasonably be expected to have, the effect of:
- i) offending, degrading, humiliating, or intimidating another person; and
 - ii) creating a hostile work environment⁵ or unreasonably interfering with that person's work or the work of a group of people.
- 3.3 Harassment may occur through words (written or spoken), gestures, actions, or omissions, and can be directed at one person or several people, at any level. There are different types of harassing behaviour, including bullying/mobbing, sexual harassment, and abuse of authority (see paragraphs 3.7 – 3.13 below). Any person may be the subject of harassment irrespective of their gender identity, age, ethnicity, colour, sexual orientation, or other identifying characteristic.
- 3.4 *Frequency.* Harassment generally implies persistent, improper, or unwanted conduct through a series of incidents over time. A single incident may, however, amount to harassment depending on its nature and gravity.
- 3.5 *Intent.* The intention of the perpetrator is not determinative of whether harassment occurred; an act which is reasonably perceived by a person as offensive may constitute harassment regardless of whether it was intended.

⁴ "Affected Persons" refers to persons who look to or benefit from IFRC's protection or assistance. This may include any person in any country or local community where IFRC is operating.

⁵ A hostile working environment is created when incidents of unwanted conduct deprive a person of feeling psychologically or physically safe and prevents the person from effectively carrying out their duties.

- 3.6 *Conduct not considered harassment*: Line managers may need to make assessments or decisions with which their supervisees may not agree, for example, about performance or work tasks. In doing so, line managers have a responsibility to give balanced, frank, clear and constructive feedback and, where necessary, to take appropriate corrective action. Unless such assessment, decisions or actions are made in a manner that is degrading or intimidating, or used to retaliate against an individual, such conduct would not normally constitute harassment. Similarly, expressions of disagreement by a supervisee towards their manager on work-related tasks in the context of a constructive dialogue would not normally amount to harassment.
- 3.7 Bullying is offensive, cruel, intimidating, insulting or humiliating behaviour, often combined with the misuse of power or position, to undermine an individual or group of individuals regardless of the ranks and status of the individuals involved. Bullying may be physical, verbal, visual or written, and it can be direct or indirect. Bullying behaviour normally occurs repeatedly and regularly over time.
- 3.8 Cyber-bullying refers to situations of unwanted or aggressive conduct, perpetrated through electronic or social media that may harm, threaten, or demoralize the recipient(s), and can occur during or outside working hours.
- 3.9 Mobbing is the term used when a group of individuals subject a person to psychological harassment.⁶ Like bullying, mobbing typically occurs repeatedly and regularly over a period.
- 3.10 Sexual Harassment is any unwelcome conduct of a sexual nature, whether verbal, written or physical, that might reasonably be expected or be perceived to cause offense or humiliation. Sexual harassment may include unwelcome sexual advances, unsolicited requests for sexual favours, or any other conduct of a sexual nature that offends, intimidates, or humiliates another individual.
- 3.11 Sexual harassment may occur between persons of different sexes or the same sex and regardless of the rank and status of the individuals involved.
- 3.12 Where sexual harassment is committed by a person in a position to influence the career or employment conditions of another person, the conduct is referred to as *quid pro quo* harassment and may also constitute an *abuse of authority* (see paragraph 3.13). *Quid pro quo* sexual harassment occurs when sexual favours are sought, either under the express or implied promise of a reward for acquiescence or express or implied threats of detrimental action for refusal.

⁶ The term "bullying" and "psychological harassment" are often used inter-changeably.

While this form of sexual harassment typically arises when a more senior person takes improper advantage of their position to try to elicit sexual favours from a subordinate, it may also occur between colleagues irrespective of their seniority.

- 3.13 Abuse of authority is the improper use of a position of influence, power, or authority against another person. This is particularly serious when a person uses or has the potential to use their influence, power, or authority to improperly influence the career or employment conditions of another (e.g., assignment of work, contract renewal, performance evaluation, or promotion). Abuse of authority or misuse of power may include intimidation, express or implied threats, blackmail or coercion.

Discrimination

- 3.14 Discrimination is any unfair treatment or arbitrary distinction based on grounds such as an individual's gender identity or expression, physical appearance or colour, religion or religious belief, nationality, or citizenship, ethnic or social origin, political opinions, social background, sexual orientation, disability, age, language, marital or other personal status.

- 3.15 Discrimination involves direct or indirect, covert or overt, actions or omissions that are based on distinctions or prejudices which have the purpose or effect of treating one person or a group of persons inequitably or unjustly. Discrimination may manifest itself through harassment or abuse of authority. As with harassment, the intent of the perpetrator is not determinative of whether discrimination has occurred.

4. Responsibilities and Resources in the Prevention and Response to Prohibited Conduct

IFRC Personnel and Management Responsibilities

- 4.1 All IFRC Personnel, as defined under Paragraph 2.3 of this Policy, regardless of location of service, position or contract type, shall:
- Familiarize themselves and comply with IFRC's standards of conduct,⁷ including those set out in this Policy.

⁷ IFRC's standards of conduct are found in the IFRC Staff Regulations and the IFRC Code of Conduct. Other relevant internal rules and policies include the IFRC Secretariat Policy on Prevention and Response to Sexual Exploitation and Abuse and the IFRC Secretariat Policy on Child Safeguarding.

- Take prompt action if they observe that a colleague may be subject to inappropriate conduct and provide support to those concerned, including by encouraging them to seek support and advice and to consider how they can safely and appropriately report the offensive conduct, or seek advice without disclosing the names of those involved.
- Communicate to their colleagues, if they feel safe to do so, about conduct they find offensive and would like to be stopped.
- Actively remind colleagues of appropriate conduct and model acceptable behaviour in the workplace and/or with respect to colleagues outside of the workplace.
- Not file a report under this Policy that is known to be false or malicious, or with a reckless disregard for the truth of the statements made.⁸

4.2 Line Managers shall in addition:

- Demonstrate their commitment to providing a safe and respectful work environment by maintaining a high standard of personal conduct; reminding team members of their obligation to demonstrate appropriate behaviour in the workplace; encouraging healthy exchanges; and holding colleagues accountable for contributing to a healthy work environment.
- Take action to stop inappropriate conduct that others may find offensive or that may contribute to a hostile work environment. Line Managers must ensure that potentially offensive material is not displayed or circulated in the workplace.
- Undertake efforts to resolve inter-personal issues at a lower level and at an early stage, thereby reducing the occurrence or risk of any harassing or discriminatory behaviour. Guidance may be sought from the Human Resources Management Department (HRMD) or the Ombuds Office on potential resolution mechanisms.
- Make themselves available to those who wish to raise concerns of inappropriate conduct by others in confidence and handle those concerns promptly and effectively. Line Managers should recognize the seriousness of any complaints raised, regardless of their own perception of the complaint,

⁸ IFRC Staff Regulation 9.2.5: "Any accusations, complaints or statements shown to have been made in bad faith and/or maliciously by a person reporting alleged misconduct will be considered a violation of acceptable standards of conduct and will lead to disciplinary measures".

and respect the sensitivity and confidentiality of the matter. With the consent of the person reporting concerns to them, the Line Manager may approach Human Resources to seek further guidance or to make a formal report of the matter.

- Participate in IFRC mandatory training on safeguarding, understand the survivor-centred approach and ensure they are aware of the channels for reporting improper conduct in order to be able to guide colleagues on available resources to navigate challenging situations.
- Take measures to support team members known to them to have been involved in procedures pursuant to this Policy, including through measures to ensure the survivor feels safe and to restore a harmonious work environment in their teams.
- Continuously seek to build their capacities, skills, and competencies in managing diverse teams.

4.3 Senior Managers (Secretary General, Under-Secretaries General, Regional Directors, Heads of Country and Country Cluster Delegations, Directors and others as so designated by the Secretary General), in addition to the above, shall:

- Demonstrate their commitment to providing a safe and respectful work environment by maintaining a high standard of personal conduct and remaining conscious of the power they hold by virtue of their position in the Organization.
- Actively support and communicate the importance and benefit of a work environment free from any form of harassment and discrimination.
- Hold all managers who report to them accountable for compliance with IFRC's standards of conduct, including as set out in this Policy, and indicate areas of concern and needed improvement in the annual performance appraisal.
- Monitor staff wellbeing and take action to address any concerns, including ensuring that IFRC Personnel are aware of the available resources.

Resources

4.4 HRMD as well as Human Resources functions in the Delegations work to prevent and resolve workplace issues, including in respect of any inappropriate conduct,

acting as a support and adviser to IFRC Personnel and Management. Human Resources is responsible for:

- Implementing and monitoring adherence to measures aimed at promoting a safe and respectful working environment through the provision of information and training on IFRC's standards of conduct, including on conduct prohibited under this Policy.
- Undertaking a thorough screening of any new staff member, which includes participation in the Inter-Agency Misconduct Disclosure Scheme during the recruitment and selection process.⁹
- Providing information, advice, and guidance to those experiencing or witnessing inappropriate conduct in connection with their work for IFRC.
- Handling formal reports of allegations of harassment, including sexual harassment, and discrimination in accordance with the procedures set out in this Policy (see Part 6).
- Playing a key role in taking appropriate administrative and disciplinary action in accordance with the IFRC Staff Regulations where misconduct has been formally alleged or found to have occurred. This includes working with line managers to ensure the maintenance or restoration of a harmonious working environment for all concerned.
- Monitoring compliance with this Policy, including tracking and reporting on reports of alleged misconduct received, the outcome of reviews and investigations, and the types of corrective measures that have been taken.
- In addition, Staff Health advises IFRC staff on their health and safety in connection with work and may make referrals to medical and psycho-social support professionals.

4.5 The Ombudsperson functions independently from IFRC Management and serves all IFRC Personnel. The Ombudsperson provides confidential, impartial and informal advice, support and guidance on any work-related matter. The Ombudsperson does not disclose the content of any confidential conversations without the visitor's prior permission (unless the situation is one involving an imminent risk of serious harm to the visitor, others, or IFRC premises). The

⁹ IFRC participates in the Inter-Agency Misconduct Disclosure Scheme and has committed to the exchange of relevant sensitive information about persons who have been found to have committed sexual misconduct in the course of their duties.

Ombudsperson offers the possibility of engaging in a voluntary informal conflict resolution process, such as mediation (see Part 5).¹⁰

- 4.6 The Office of Internal Audit and Investigations (OIAI) functions independently from IFRC Management. OIAI receives, reviews, and investigates, where appropriate, reports alleging breaches of IFRC rules, policies, and procedure, where such reports pertain to alleged corruption, fraud, and sexual misconduct. OIAI collaborates with Human Resources in respect of reports of alleged prohibited conduct under this Policy (see Parts 5 and 6).
- 4.7 The Staff Association, through its elected representatives, is consulted and recognized by the Secretary General as representing the views of IFRC staff members on employment policy and working conditions.¹¹ Members of the Staff Association are available to IFRC staff members for advice and guidance on all matters concerning working conditions, including providing informal and confidential advice on matters covered under this Policy. The Staff Association will not share identifying details when escalating any issue raised without permission.
- 4.8 Protection, Gender and Inclusion ("PGI") Coordinators/Advisers work to support National Society and IFRC programmes, operations and services to prevent, mitigate and respond to issues of violence, discrimination and exclusion. This includes work to prevent identity-based violence, including sexual and gender-based violence (SGBV). PGI advisers are a resource for information on survivor support referral services, ensuring a survivor-centred approach in all prevention efforts. PGI specialists have a technical advisory role in relation to the implementation of this Policy.

5. Resolution Mechanisms and Reporting Procedures

Early Intervention through Direct Action

- 5.1 Early, direct intervention to address behaviour perceived to be offensive may be effective in ensuring that any inappropriate conduct ceases. Any person who feels they are the subject of, or who witnesses, inappropriate conduct is encouraged to make it known to the alleged offender that the behaviour is unwanted and should immediately cease if they feel safe to do so.
- 5.2 Any person who believes they have experienced conduct prohibited under this Policy is encouraged to document any incidents to the extent possible.

¹⁰ The Ombudsperson's Charter Agreement can be found here:

https://fednet.ifrc.org/FedNet/Charter%20of%20the%20Ombudsperson_public.pdf

¹¹ IFRC Staff Regulation 10.1.0.

Informal Resolution Mechanisms

- 5.3 Informal intervention by an impartial third party may also be an effective mechanism to prevent an interpersonal conflict from escalating and may help to ensure that any inappropriate conduct ceases.
- 5.4 The Ombudsperson, Human Resources and Line Managers/Senior Managers are resources available to IFRC Personnel to provide informal advice or guidance in deciding on how to proceed with a concern about inappropriate conduct. These resources are required to treat all such consultations as confidential and not for further disclosure or action unless: (i) such intervention is authorized by the person seeking the advice; or (ii) the resource reasonably believes that the situation poses an imminent risk of harm to any person concerned. All have a responsibility to act impartially and with sensitivity and respect for the survivor's privacy and choices.

Mediation through the Ombudsperson

- 5.5 IFRC Personnel who perceive themselves to be the subject of prohibited conduct may approach the Ombudsperson to seek informal resolution through mediation or facilitated dialogue with the alleged offender. In addition, HRMD may also recommend that mediation be considered in the first instance. Mediation by the Ombudsperson is an informal, voluntary, confidential process aimed at resolving work-related concerns and promoting shared understanding on an issue through facilitated dialogue.
- 5.6 Should the Ombudsperson consider that mediation does not appear to be the appropriate means to address a particular work-related concern, the Ombudsperson may recommend the available formal reporting channels (see paragraph 5.9 below). The Ombudsperson may also make a referral for psycho-social counselling.
- 5.7 Any attempts to resolve the matter through informal resolution do not preclude the aggrieved person from filing a report through the formal reporting channels.

Reporting Procedures¹²

- 5.8 IFRC recognizes that there are situations where a person is not comfortable approaching their offender, including situations where there is a disparity in

¹² Reporting options are covered in more detail on [this internal IFRC site](#).

authority or status, and/or where the unwanted conduct continues or escalates such that the matter is not suitable for informal resolution. In such cases, a complaint may be filed through the reporting channels described below.

5.9 IFRC Personnel may report a possible breach of this Policy to:

- Integrity Line, an independent channel that accepts anonymous and identifiable complaints. Reports made through this channel are forwarded for action to HRMD or OIAI, as appropriate. Integrity Line can be contacted in the following ways: online at <https://ifrc.integrityline.org/>, via telephone at +41 800 IFRCRC (+41 800 437272) or through email at speakup@ifrc.integrityline.org.
- OIAI, using the following email: report.concerns@ifrc.org who shall forward the report to the Director, HRMD, or handle the report directly if it falls within the Department's mandate.
- A line manager/senior manager who shall direct the report to Director, HRMD.
- Human Resources Managers in the field who shall direct the report to Director, HRMD.
- Director, HRMD.

5.10 If the Secretary General is the subject of the alleged prohibited conduct, the report may be made to the Chair of the Audit and Risk Commission.

5.11 If the person filing the report chooses to do so on an anonymous basis, they should provide sufficient information concerning the basis of the allegations and the parties involved, with the details or supporting factual evidence to enable IFRC to pursue the matter. Anonymous reporting may not allow for the matter to be pursued beyond an initial review and may also impact referral to appropriate resources.

5.12 There is no specific time limit for reporting a concern after the alleged events have occurred as IFRC recognizes that reporting can be difficult, and it can take time to feel comfortable raising a concern. However, individuals who are in a position to report allegations are encouraged to do so in a timely manner to the extent possible as the passage of time is likely to affect IFRC's ability to look into the matter and, where warranted, take appropriate action.

5.13 Depending on which reporting channel is used, the responsible focal point for handling the matter (HRMD or OIAI) shall acknowledge receipt of the report in a

timely manner¹³ and may request additional information prior to, or in connection with, the initial review procedure, known as a Preliminary Assessment (see Part 6).

- 5.14 IFRC has a duty to provide support to any person(s) involved. The responsible focal point for handling the matter (HRMD or OIAI) will provide a list of psycho-social counsellors who may be contacted directly by the individual for confidential support. In addition, the Director, HRMD, may decide, with the consent of the individual(s) concerned, to refer the survivor or anyone concerned by a report of allegations of wrongdoing to Staff Health for an initial assessment and determination as to whether psycho-social counselling is advisable.

Confidentiality and Informed Consent

- 5.15 All reports received by line managers, those in HRMD or exercising Human Resources functions, and OIAI shall be treated with discretion and confidentiality. Anyone involved in receiving and handling reports of alleged breaches of this Policy has a duty to maintain the confidentiality of the process. Information is therefore shared only on a need-to-know basis.
- 5.16 HRMD and/or OIAI, as applicable, will obtain the prior consent of a person who files a report before sharing their identity with the alleged offender.

¹³ IFRC Staff Regulation 9.2.2.

6. Response and Handling of Reports of Alleged Prohibited Conduct

Preliminary Assessment

- 6.1 The filing of a report through the formal reporting channels listed in *Part 5* triggers an initial assessment of the report and any supporting documentation known as a “**Preliminary Assessment**”,¹⁴ the purpose of which is to assess, at face value, whether the allegations of prohibited conduct are credible, verifiable, and material,¹⁵ in order to inform the decision on appropriate next steps. The Preliminary Assessment process may involve preliminary fact-finding.
- 6.2 In the event the conclusion of the Preliminary Assessment is that the matter does not raise a legitimate concern of possible prohibited conduct, the complainant will be so informed, and the matter will be considered closed.
- 6.3 In the event the conclusion of the Preliminary Assessment is that there is a legitimate concern of possible prohibited conduct, the matter shall normally proceed to an investigation (see paragraph 6.5 below) or be determined pursuant to Staff Regulation 9.4.2.
- 6.4 At the conclusion of the Preliminary Assessment, the affected individual(s) may be referred by HRMD to the Ombudsperson for informal resolution of the matter. In such a situation, the initiation of an investigation which would have otherwise been warranted, may be suspended for up to 30 days, or a longer period at the request of the Ombudsperson.

Investigation

- 6.5 The purpose of an investigation, if deemed to be warranted by the Preliminary Assessment and authorized by the Secretary General or other designated decision-maker pursuant to local staff regulations,¹⁶ is to conduct a full fact-finding and consider the relevant evidence as to whether prohibited conduct has occurred. The investigation may be conducted by OIAI, Human Resources or (an) external investigator(s), in accordance with the Uniform Guidelines for Investigators and the IFRC Investigations Manual.

¹⁴ Or “Predication” if OIAI conducts the initial review of the report.

¹⁵ These criteria are defined as follows: i) credibility, that is, whether it is reasonably possible that the incident(s) occurred; ii) verifiability, that is, whether sufficient evidence can be obtained related to the allegations; and iii) materiality, that is, whether the allegation(s), if substantiated by evidence, would constitute a breach of IFRC’s internal rules.

¹⁶ If the Secretary General is the subject of the report, the Chair of the Audit and Risk Commission shall have the authority to initiate the investigation.

- 6.6 The investigation shall be conducted in a timely, impartial, thorough, and fair manner that respects the sensitivities of the situation and the respective rights of all parties (including the Complainant and the Subject of Concern). In particular:
- 6.6.1 The Complainant shall be given the opportunity to provide supporting information and evidence, including by suggesting the names of persons to be interviewed. The Complainant will also be provided with feedback in general terms on the progress of the investigation, including on the expected timeframe for its completion, and be informed of the outcome of the investigation process in respect of any element(s) that relate to them, including whether the allegations were substantiated and, if so, whether a disciplinary process will be opened.
 - 6.6.2 The Subject of Concern shall be notified in writing that an investigation is being initiated and the nature of the allegations before being interviewed. The Subject of Concern will also have an opportunity to present supporting evidence and information, including suggesting the names of persons to be interviewed, and be informed of the progress in the investigative process, including as to the expected timeframe for its completion.
- 6.7 The Complainant and the Subject of Concern may be accompanied to interviews with the investigator(s) by a colleague or member of the Staff Association, who shall act in an observer capacity. Either party may seek legal advice independently of IFRC. However, as the investigative process is an internal administrative matter for the Organization, neither party may be accompanied or represented by external legal counsel in the investigative process.
- 6.8 The Secretary General or other designated decision-maker pursuant to local staff regulations may decide to suspend the Subject of Concern from duty until completion of the investigative process or to take other interim measures, such as assigning the Subject of Concern to a temporary project or changing reporting lines, and/or take appropriate interim measures in support of the Complainant with their consent.
- 6.9 All IFRC Personnel interviewed by the investigator(s) have a duty to cooperate and be truthful. Everyone involved also has a duty to keep confidential the existence of an ongoing investigation. Any breaches of confidentiality by IFRC Personnel may constitute grounds for disciplinary action and may have an adverse impact on any proceedings related to the complaint.

Disciplinary and Appeals Process

- 6.10 In the event the investigation establishes that prohibited conduct has occurred, appropriate administrative or disciplinary action will be taken in accordance with the provisions of Chapter IX of the IFRC Staff Regulations, local staff regulations or domestic law, as applicable.
- 6.11 In the event the perpetrator of misconduct is not an IFRC staff member or is not otherwise regulated under the IFRC's Staff Regulations, the matter will be handled in accordance with the terms and conditions of their contract.
- 6.12 IFRC staff members who consider that the investigative and/or disciplinary processes of which they are the subject were not handled pursuant to the applicable procedures may have recourse to the appeals process in accordance with Chapter XII of the Staff Regulations, local staff regulations or domestic law, as applicable.

Ongoing Support

- 6.13 At the close of the investigation and/or disciplinary process, line managers have a special responsibility to monitor the situation closely to ensure that the parties to the complaint make the transition back to the work environment as smoothly and quickly as possible in cases where this is foreseen.
- 6.14 In addition to providing psycho-social counselling and support through Staff Health, the Organization maintains a list of additional support referral services.

Protection against Retaliation

- 6.15 All persons who report allegations of prohibited conduct under this Policy in good faith, and any person who assists them or provides information in the course of an investigation will be protected against retaliation in accordance with the Organization's Whistleblower Protection Policy.

Review of Policy

- 6.16 This Policy is effective as of 11 October 2021 and supersedes the Anti-Harassment Guidelines (2007). This Policy will be reviewed approximately every five years.

Annex 1: Examples of Prohibited Conduct

Harassment, Sexual Harassment, Bullying and Abuse of Authority

The examples below are not exhaustive and are meant to be used for guidance on what behaviours may constitute prohibited conduct.

Examples of harassment include:

- *Repeated shouting and aggressive behaviour in public or private.*
- *Repeated offensive language, jokes, sarcasm, gossip, or ridicule.*
- *Racial slurs and negative stereotyping of an individual or group.*
- *Innuendos or other suggestive offensive or derogatory comments about an individual's personal characteristics.*
- *Display of images or written materials that are offensive, obscene or objectionable.*
- *Deliberate desecration of religious and/or national symbols.*
- *Putting sustained pressure on others to participate in activities unrelated to work.*
- *Marginalizing someone by regularly omitting them from meetings and conversations relevant to their work.*

Examples of bullying include:

- *Openly aggressive behaviour, including intimidation, threats, or abusive language.*
- *Negative comments related to a person's personal or professional competence without a factual basis or legitimate authority that have the effect of undermining the person.*
- *Constantly humiliating, mocking or belittling someone.*
- *Repeatedly ignoring or excluding a team member from meetings or office activities; side-lining by talking across them or not listening to them.*
- *Regular setting of clearly unattainable targets and deadlines.*
- *Monitoring work unnecessarily and intrusively.*
- *Intentional exclusion of colleagues from obtaining information required for the performance of their work duties.*
- *Interfering with a person's workspace, materials, or equipment.*

Examples of cyber-bullying include:

- *Sharing denigrating and humiliating things about the target by mass email or mass chat.*
- *Spreading lies or gossip about the target on social or traditional media.*
- *Sending threatening or harassing text messages or emails directly to the target.*
- *Publishing and/or circulating personal details or other information aimed at humiliating the target.*

Examples of sexual harassment include:

- *Deliberate and unsolicited physical contact, or unwelcome, unnecessarily close physical proximity.*

- *Direct unwelcome propositions of a sexual nature, including any link between acceptance of such propositions and conditions of employment, promotion, professional development, etc.; Invitations to social activities or "dates" if they persist after the recipient has declined such invitation(s).*
- *Invitations to social activities or "dates" if they persist after the recipient has declined such invitation(s).*
- *Repeated sexually oriented comments, innuendos or exaggerated compliments about a person's appearance, or physical features.*
- *Crude, suggestive, and obscene language or gestures, or the telling of risqué or obscene sexual jokes or stories.*
- *The exhibition of materials of a sexually oriented nature in the workplace.*

Examples of abuse of authority include:

- *"Quid pro quo" sexual harassment by a supervisor or person in a position of authority with respect to the target's employment status.*
- *Interfering with a colleague's ability to work effectively (e.g., by impeding their access to information or resources).*
- *Requesting staff to do personal favours or errands.*
- *Pressuring staff to distort facts or break the rules.*
- *(Mis)Use of power or authority to coerce an individual not to exercise their right to raise concerns about potential breaches of the IFRC's Internal Rules.*

Discrimination

Examples of discriminatory behaviour or treatment include:

- *Giving less favourable treatment based on gender, status, personal characteristics, or other grounds as defined in section 3.13 of this Policy.*
- *Not recommending or considering a staff member for promotion or other advancement on grounds of a protected characteristic.*
- *Giving more favourable performance appraisals to certain staff rather than others, without reasonable justification and not because of an individual's personal performance.*
- *Social exclusion based on an individual's personal characteristics.*
- *Denigrating cultural or religious festivals or making derisory comments against an individual's beliefs.*
- *Dismissive treatment or the expression of stereotypical assumptions about a group to which the staff member belongs.*

