





RED CROSS RED CRESCENT CLIMATE CENTRE POLICY HANDBOOK



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Definitions

Climate Centre:	Stichting Red Cross/Red Crescent Centre on Climate Change and Disaster Preparedness.
The Movement:	The International Red Cross and Red Crescent Movement, including National Societies (NS), The International Federation of Red Cross and Red Crescent Societies (IFRC) and The International Committee of the Red Cross (ICRC).
Team Member:	Climate Centre employee, consultant, volunteer, and/or intern, as well as Team Members on-loan and/or individuals working under the Climate Centre name and legal status.
Board:	The Board of the Climate Centre.
Management:	Director, Associate Director, Program Manager, PMT-member, Project Lead.
Supervisor or Manager:	Member of Management that the Team Member has a direct reporting line to.
Budget Holder:	Member of Management with budget management responsibility for a project.
Security Focal Point:	Team Member responsible for identifying and addressing risks to Team Members.
COF-team:	The Core Organisational Functions (Finance, Grants, Human Resources, Business Support)
Policy Handbook:	All rules, policies and procedures included in this Policy Handbook.
FTE:	Full Time Equivalent
Full-time:	40 hours per week or 100% FTE
Part-time:	Less than 40 hours per week or less than 100% FTE

Receipt Acknowledgement

By signing the contract with the Climate Centre the Team Member acknowledges receipt of the Policy Handbook. Having read and understood its contents the Team Member understands and agrees he/she will act in accordance with these rules, policies and procedures. The contents of the Policy Handbook may change from time to time. The Team Member understands and agrees that it is his/her continuing responsibility to read and know its contents.

The Team Members declares to undertake the mandatory courses and trainings related to the rules, policies and procedures in this Policy Handbook.

This Policy Handbook replaces any and all prior verbal and written communications regarding Climate Centre rules, policies and procedures.

Fundamental principles

The Climate Centre's mission is to support the Movement and its partners in reducing of impacts and change climate and extreme-weather events on vulnerable people.

As a member of the International Movement of Red Cross and Red Crescent Societies, Climate Centre is committed to, and bound by, its Fundamental Principles, which were unanimously proclaimed by the XXth International Conference of the Red Cross in 1965. The Fundamental Principles give Team Members clear guidelines on how to carry out their humanitarian work, and guarantee consistency in the promotion of the Movement's ideals and humanitarian values.

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation, and lasting peace among all peoples.

Impartiality

It makes no discrimination as to nationality, race religious beliefs, class, or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement does not take sides in hostilities or engage at any time in controversies of a political, racial, religious, or ideological nature.

Independence

The Movement is independent. The Climate Centre, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they are able to act in accordance with the principles of the Movement at all times.

Voluntary Service

The Red Cross is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can only be one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

E-LEARNING:

[World of Red Cross and Red Crescent \(WORC\)](#) (mandatory for all Team Members)

Code of Conduct

Team Members are expected to be advocates and champions of vulnerable people everywhere and to act in accordance with the Fundamental Principles and this Code of Conduct.

Before acting, Team Members must ask themselves the following questions:

- Is this action in accordance with the Fundamental Principles?
- Is this action in compliance with this Code of Conduct and other regulations set out in this Policy Handbook?
- Is this action in compliance with all mandatory policies, processes, procedures, and guidelines?
- Is this action legal under the laws of the country in which I am present?
- Will this action reflect positively, and in fact not reflect negatively, on me and the Climate Centre?
- Is there an alternative action for which I could answer yes to each of these questions?

When in doubt about an action's conformity with this Code of Conduct or its ethical implications, Team Members shall seek advice from Management before acting.

1. Scope and application

This Code of Conduct applies to all Team Members at all times during their service with the Climate Centre. This Code, whether signed or not, shall automatically form an integral part of all contracts and conditions of service for all Team Members. Violations of this Code are subject to disciplinary measures, as appropriate. In addition, the Climate Centre reserves the right to recover from Team Members all expenses incurred by the Climate Centre as a result of any violation of this Code by them. The obligations regarding the Protection of Information, Rules 21-25 below, continue after separation from service with the Climate Centre.

2. Implementation of the Code of Conduct

Team Members' responsibility:

Team Members are responsible for ensuring that they have read and understood the Code of Conduct. They have a duty to report any breach of this Code to the appropriate person. All reports and concerns raised will be properly considered and treated with discretion. The organization will

take all necessary steps against any form of retaliation suffered by Team Members reporting possible breaches of this Code.

Management responsibility:

Management shall lead by example and are responsible for creating a culture of compliance within their areas of authority. They shall inform the Human Resources Department of all reports or concerns of breaches of this Code that are raised to them. All Team Members relations shall be guided by mutual respect and understanding, for which continuous dialogue is indispensable. Management shall make themselves available to Team Members who wish to raise concerns in confidence and shall deal with such requests in an impartial and sensitive manner.

Management is responsible for drawing the attention of the organizations and individuals with whom the Climate Centre contracts to the Climate Centre's values and the specific conduct that it considers unacceptable and inconsistent with these values. If the acts of any organization or individual with whom the Climate Centre is associated could be considered serious breaches of this Code, Management is responsible for taking appropriate action.

3. Rules of conduct

All Team Members shall:

1. Comply with the Policy Handbook, and all mandatory rules, policies, and procedures, and with the terms of their contracts and conditions of service.
2. Comply with the applicable laws of the country in which they are present. In case of violation of any applicable law, the Climate Centre may not provide any legal assistance to the individual and may waive any immunities enjoyed by him/her.

Respect for persons

3. Respect all persons equally and without any distinction or discrimination based on nationality, race, gender, religious beliefs, class or political opinions; and act at all times in accordance with the Fundamental Principles and the humanitarian and organizational values as defined by the Climate Centre. These are: respect for diversity, cultures, structures and customs of the communities, solidarity with the community, integrity and accountability, as well as mutual understanding and non-discrimination are essential elements to preserve human dignity.
4. Take into account the sensitivities of peoples' customs, habits, and religious beliefs and avoid any behaviour that is not appropriate in a particular cultural context.

5. Ensure that the portrayal of individuals and their circumstances is fairly represented in terms of their capacities and vulnerabilities. All efforts must be made to explain how photos and stories will be used and to obtain permission from the individuals for the use of their photos and stories.

6. Abstain from all acts which could be considered harassment¹, abuse, discrimination or exploitation. This applies to all people of all ages, especially to children and to people exposed to stigma.

Independence

7. Discharge functions and act only with the interests of the Climate Centre in view.

8. Neither seek nor accept instructions from any government, National Society, or any authority other than the Climate Centre in connection with their official functions. Team Members are considered neutral and independent officials of a global organization and are fully and solely accountable to the Climate Centre.

9. Respect the emblems of the Red Cross, the Red Crescent and the Red Crystal, using them only as consistent with the applicable rules (as set out in the Geneva Conventions and their Additional Protocols, the Regulations on the use of the Emblem of the Red Cross or the Red Crescent by the National Societies and any other mandatory policies, processes, procedures, and guidelines), and report any misuse.

Integrity

10. Conduct all official duties with integrity, free from any taint of dishonesty or corruption, including not engaging in any act of favouritism, nepotism, cronyism, or bribery². This includes not accepting from any external source (including National Societies, governments, corporations or others) without authorization, any honour, decoration, gift, remuneration, favour or economic benefit which is more than a “token gift”. Examples of token gifts include cheap pens, desk diaries, trinkets, etc. (see also the Gift and Hospitality Policy included in this Policy Handbook).

11. Not benefit improperly or allow a third party to benefit improperly (whether directly or indirectly) from association with an enterprise that engages in any business or transaction with the Climate Centre (including association with the management or the holding of a financial interest). Any

¹ “Harassment” includes any improper and unwelcome conduct that has or that might reasonably be expected or be perceived to cause offence or humiliation to another. Harassment may be present in the form of words, gestures, or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, or cause personal humiliation or embarrassment to another or that causes an intimidating, hostile or offensive work environment.

² The terms “favouritism”, “nepotism”, “cronyism”, and “bribery” include such conduct as unfair treatment of a person or group on the basis of prejudice, support or favour shown to friends and family, and acceptance, offer, or consideration of any improper personal benefit.

potential conflict of interest with a supplier, service provider, or business partner (such as family relations or shareholding) must be disclosed.

12. Not intentionally misrepresent their official functions or title to any entities or persons.

13. Not act in any way likely to bring the Climate Centre into disrepute.

Neutrality

14. Not publicly express any opinions on events connected with political affairs or engage in political activities that could reflect adversely on the impartiality, neutrality or independence of the Climate Centre, e.g., public support of a political party.

15. Not accept or exercise any public appointment, outside employment, or activity that could be regarded as inconsistent with, or reflecting adversely upon, their impartiality, neutrality, or independence, or that would result in a conflict of interest without previous agreement of Management (see also the Gift and Hospitality Policy included in this Policy Handbook).

16. Dress in a manner appropriate to the assignment, careful to avoid giving the impression of having any military affiliation or status.

Sexual abuse and exploitation

17. Not commit any act of sexual exploitation, sexual abuse or sexual violence³. This prohibition extends to all forms of sexual abuse or exploitation and includes not reporting concerns or suspicions regarding any violation by a co-worker (whether fellow Team Members or an individual working for a partner organization).

18. Not engage in any sexual activity with persons (adult or child) that look to or benefit from the Climate Centre's protection or assistance, or with any persons under the age of 18 years, regardless of the age of majority or consent locally (mistaken belief in the age of a child is not a defence). Sexual activity includes all forms of activity and abuse of a sexual nature, with or without physical contact and whether or not either party is aware of such abuse.

³ The following common definitions of "sexual abuse", "sexual exploitation" and "sexual violence" have been agreed by the Inter-Agency Standing Committee Task Force on Gender and Humanitarian Assistance:

"Sexual abuse" is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

"Sexual exploitation" is any actual or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another.

"Sexual violence" is any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic a person's sexuality, using coercion, threats of harm or physical force, by any person regardless of relationship to the victim, in any setting, including, but not limited to, home and work. Sexual violence takes many forms, including rape, sexual slavery and/or trafficking, forced pregnancy, sexual harassment, sexual exploitation and/or abuse, and forced abortion.

19. Not exchange money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. This prohibition extends to any use of sex trade workers.

20. Not produce, procure, distribute or use pornographic material⁴ on Climate Centre equipment, including reading/surfing pornographic websites or message boards or sending pornographic emails.

Protection of information

21. Exercise the utmost discretion in regard to all matters of official business and handle all confidential and sensitive information with the greatest care.

22. Not disclose sensitive information of individuals we serve where there is a risk of adverse consequences to the individuals if their identities are revealed. All efforts must be made to protect the identities of beneficiaries, including their names, faces and geographical locations. Disclosure may be made only where silence puts the individual, those we serve or Team Members in danger, and then informing the source in advance and protecting his/her identity to the extent possible.

23. Protect the confidentiality of the Climate Centre's internal information, and not communicate to any person any internal correspondence or information known to them by reason of their official position which has not been made public, except in the course of their official duties or by authorisation of Management. Team Members shall not at any time use the Climate Centre's internal information to private advantage.

24. Immediately inform Management and follow the instructions in the event that they are called upon by authority of law to give evidence or information known to them by reason of their official position.

25. Not publish any work (including writings, photographs, video footage, etc.) that has been produced in connection with, or that is related to, their assignment and functions with the Climate Centre without prior approval of the Climate Centre. Team Members hereby transfer to the Climate Centre all intellectual property rights in any work published in violation of this obligation, as well as any income derived from such publication.

Security

26. Comply with the Minimum Security Requirements and the Security Regulations for the country in which they are present, as well as any other security procedures or instructions that may be issued.

⁴ "Pornographic material" includes all sexually explicit material intended to cause sexual arousal, including photographs, videos, and writings. However, if local law provides a stricter definition of pornography than provided here, Team Members must comply with local law.

27. Team Members are prohibited from driving vehicles under the influence of any alcohol or mind altering substance (proportionate disciplinary action will be taken for any violation).

28. Comply with local traffic laws and regulations at all times, including drinking and driving laws, whether driving Climate Centre vehicles or their private vehicles. Team Members facing penalties or criminal charges for drunk driving or driving under the influence of a mind altering substance should not expect any legal assistance from the Climate Centre or to be covered by any immunities.

29. At no time use or have in their possession any drugs prohibited under local law.

Climate Centre property

31. Administer the funds and supplies entrusted to them with the utmost care and be accountable for their use. Team Members are prohibited from stealing, misappropriating, or misusing funds or property of the Climate Centre.

32. Not commit the Climate Centre financially unless officially authorised to do so.

33. Return upon the end of their employment or service with the Climate Centre all property issued to them by the Climate Centre, including Climate Centre or other identity cards and insignia.

E-LEARNING:

[Code of Conduct](#) (annual refresher mandatory for all Team Members)

Gender and Diversity Policy

INTRODUCTION

The Climate Centre strives for a world in which everyone's rights are fulfilled, everyone is treated fairly and with dignity, everyone has equal access to opportunities, everyone can participate in making decisions for their own lives, everyone's voices are heard, and everyone is safe from harm.

We can only achieve these goals, ensure we "do no harm" and remain true to our Fundamental Principles, if we put gender and diversity inclusion front and center of our work. Failing this would mean not reaching those that need our help, becoming irrelevant to the communities we serve, and risking contributing to vulnerabilities or worsening power imbalances and cycles of violence. To be effective, our work must pursue equality of power, opportunities and access to resources and services for women, men, boys, girls and people with any sexual orientation, gender identity, expression and characteristic, of all ages, abilities and backgrounds.

By advancing gender equality and building on the self-determined priorities, capacities and resources of all individuals and their communities, the Climate Centre can contribute to empowerment, self-sufficiency, fair treatment, and sustainable development, including contributing towards the achievement of the Sustainable Development Goals. We will embrace diversity not only for fairness sake, but as core to finding better solutions for humanitarian and development challenges.

We will also hold ourselves accountable for making our organization inclusive and accessible, diverse and representative of the communities with whom we work. The purpose of this Policy is to ensure a dynamic approach that promotes the inclusion of gender and diversity as the foundation for all our actions, in particular in our institutional arrangements, our operations and programme cycles, and our humanitarian diplomacy. Implementation will require more than technical steps; it will require resources and a real transformation of our traditional power structures, institutional cultures and behavior. We are committed to make that transformation happen.

SCOPE

This Policy applies to Climate Centre in all aspects of our work. It sets out our understandings and commitments to gender, diversity and inclusion. Specific strategies, frameworks and tools shall be developed to support its implementation.

DEFINITIONS

Gender refers to an aspect of people's socially determined identity that relates to masculinity and femininity – it is not binary. Gender roles vary significantly between cultures and can change over

time (including over the course of an individual's lifetime). Social and structural expectations to gender strongly influence people's social role, power, rights and access to resources.

Diversity refers to the full range of different social backgrounds and identities that make up populations. It includes, but is not limited to, gender, ethnic origin, nationality or citizenship, age, disability, language, political opinions, religious beliefs, social background, sexual orientation, physical appearance and color.

Intersectionality refers to the fact that individuals have several layers to their identities, such as gender, ethnic origin, nationality or citizenship, age, disability, language, political opinions, religious beliefs, social background, sexual orientation, physical appearance and color that are woven together. People suffer discrimination against a combination of these factors. An intersectional perspective emphasizes the importance of looking at these forms of discrimination together and at the same time in order to understand their compound effects on the individual.

Inclusion refers to reducing inequalities based on social backgrounds, identities, roles and power relations. Providing inclusive services means giving equitable access to resources for all. In the long term, inclusion also focuses on facilitating access to opportunities and rights for all by addressing, reducing and ending exclusion, stigma and discrimination.

Sexual and gender-based violence (SGBV) refers to categories that include, but are not limited to, sexual violence, intimate partner violence, trafficking, forced/early marriage, sexual harassment, forced prostitution, femicide, female genital mutilation, sexual exploitation and abuse, and denial of resources, opportunities and services.

STATEMENT

The Climate Centre commits to actively embrace different identities and individuals, to guard against all discrimination in all our actions, and to promote the value of a diverse society with gender equality.

We recognize that there are often different views within communities about gender and diversity. We will be respectful of these differences, but we will not be deterred from our commitments as they are based on the Fundamental Principles. Gender and diversity inclusion is an essential part of ensuring people are safe from harm and in any action that aims at ensuring the protection of people; gender and diversity must be at the core and must guide the work of the Climate Centre. To achieve these goals, the Climate Centre shall:

Institutional capacity

- reflect the makeup of the communities we work with and to be relevant to people in need of our assistance and support by ensuring diverse representation and composition of human resources among Team Members and Management.
- Continuously analyze and monitor organizational gender and diversity issues, including the appropriate gender and diversity composition of human resources at all levels. This data will be analyzed in light of potential barriers to equal opportunities, diversity inclusion and gender inequality related to power and decision making within our organization.
- Commit to ensure that Management is comprised of no more than two-thirds of one gender. We will also ensure that the Climate Centre promotes diverse global representation in all levels.
- Maintain a culture of inclusion and diversity, and a safe and nurturing workplace for individuals through activities such as trainings and establishing Policy and regulations on protection, gender and inclusion, prevention of sexual harassment, child protection and protection from sexual exploitation and abuse.
- Take necessary steps to ensure that our organization actively promotes equitable opportunities through initiatives such as equal remuneration for equal work and as far as feasible, maternity and paternity leave, paid whenever possible.
- Include capacity strengthening in gender and diversity mainstreaming as part of institutional development programs with special attention to Team Members training on gender and diversity analysis skills.
- Include relevant gender and diversity-sensitive approaches and learning materials in all Team Members capacity strengthening initiatives at national, branch and community level.

Programmes and operations

- Incorporate a gender and diversity analysis⁵ in all of our programmes, operations and tools, in order to ensure dignity, access, participation and safety for persons of any gender, sexual orientation, age, color, disability, socio-economic and legal status, faith, nationality and ethnic origin. This analysis will cover the full management cycle, from assessment to planning, monitoring and data collection, evaluation and reporting.
- Ensure that all programmes and operations address the specific needs and risks for different individuals and groups, based on the findings of the gender and diversity analysis.

⁵ Gender and diversity analysis helps to understand how opportunities and inequalities may be affected by the various social backgrounds and identifying factors of each individual, including factors that impact the level of risk people face, to violence, exclusion and discrimination.

- Ensure community engagement and accountability to acknowledge people’s self-determined priorities, especially focusing on the most vulnerable to discrimination, exclusion and violence.
- Integrate measures to prevent and respond to sexual and gender-based violence (including sexual exploitation and abuse by humanitarian actors) in all programmes and operations.
- Ensure that personnel with specialized training in protection, gender and inclusion issues technically supervise programmes and operations, and that all Team Members hold core competencies in protection, gender and inclusion and the “do no harm” principle.
- Seek opportunities to share knowledge about gender, diversity and intersectionality with each other and collaborate to develop better ways to promote equality, embrace diversity, understand intersectionality and strengthen participation and access to equal opportunities for those discriminated, neglected or marginalized.
- Undertake specific programmes and activities to promote diversity inclusion, equality, open-minded attitudes towards gender and diversity and to develop interpersonal skills such as critical thinking, non-violent communication, empathetic listening and mediation.

Advocacy

- Engage in humanitarian diplomacy to support people's dignity, access, participation and safety and ensure that the voices of people with diverse identities are heard and that their specific needs and rights are met. This includes incorporating gender and diversity perspectives in developing humanitarian diplomacy initiatives on other topics.
- Persuade decision-makers and opinion leaders to act, always, in the interests of people in vulnerable situations by protecting their equal rights and ensuring their equal access to humanitarian services, including:
 - addressing the specific needs and protection risks of women, girls, men, boys, sexual and gender minorities, people with disabilities and those from other diverse backgrounds;
 - ensuring a survivor-centered approach to prevent, mitigate and safely respond to discriminatory and identity-based violence such as sexual and gender-based violence, advocating that states and communities acknowledge that such violence is common and promoting preventative and preparatory actions even before incidents are reported;
 - integrating specific attention to gender and diversity issues in disaster laws and policies and revising any public policies or practices that lead to discrimination or exclusion.
- Portray and promote diversity and equality in the communications and representation of the Climate Centre.

E-LEARNING:

[Gender and diversity](#)

Travel Policy

1. Purpose

The objective of this Travel policy is to ensure the mindful and ethical use of Climate Centre resources. It has been produced to achieve the appropriate balance between the following aims:

- To ensure we support our Team Members to perform at their best whether they are incurring expenses in support of, or travelling on business for, the Climate Centre.
- To mitigate the impact of travel on our Team Members; as well as the climate, where possible.
- To ensure that all expenses claimed are appropriate to the sectors in which we work and in compliance with donor requirements.

2. Covered Parties

This policy applies to all Team Members travelling for the Climate Centre.

3. Guiding Principles

- Consider the carbon footprint of your travel plans with a view to keep this to a minimum. Consider offering remote support and video connection options in lieu of travel. Also consider train travel when regionally appropriate and travelling on shorter routes (flights less than 4 hours).
- Book trips as early as possible to minimize costs.
- Strive to use public transportation when accessible, safe and reliable; while also understanding that this is not a viable option in many countries. When in doubt, safety and security takes precedence.

4. Pre-travel steps

1. Judge the essentiality of the trip, including considerations for sustainability and security.
2. Fill in the [travel approval form](#) and submit it to your Manager. In the case of an 'orange' country the form also needs to be submitted to the security focal point. Travel to a 'red' country is not permitted.
3. Complete the following:
 - a. Ensure you have basic health insurance in your home country. This is a necessary pre-requisite to ensure coverage under the Climate Centre's travel insurance.
 - b. Read the Security Handbook and send a signed copy to HR – hr@climatecentre.org.
 - c. Ensure the Climate Centre has an up-to-date [proof of life form](#) from you.
 - d. Complete the [IFRC stay-safe personal security course](#) on the Learning Platform and submit certificates to HR. This training must be repeated once annually.
4. Once you have approval for your trip, please follow the procedures below for booking your flights, trains and/or accommodation.

5. A minimum of 2 days before departure fill in the [pre-travel security check list](#). This activates travel insurance coverage and includes a final check for visa, vaccinations, security information, passport information etc.

5. Procedures- booking flights & trains

Flights and train tickets are to be booked through our travel agency, *HumanitAir* (reservations@humanitair.org), in economy class. Mile upgrades and free upgrades are allowed. Economy comfort can be booked by people taller than 1.90 m and for medical reasons, with prior approval from the budget holder.

1. Email your travel request to HumanitAir (reservations@humanitair.org), copying travel@climatecentre.org. Please include the following:
 - a. Subject line: 04-06-23/Mary Zeilstra/Lima-Bahamas(Nassau)/Flight
 - b. Your full name (passport), project code, departure and arrival details
 - c. If this is your first travel request to HumanitAir, then you must also include [Traveller Profile](#) and your passport bio page in your email and cc documents@humanitair.org
2. HumanitAir will provide travel options and will assist with alternatives in time and/or costs. CO2 emissions are also stated. *Note: If HumanitAir cannot book a local flight, please send us the quotation; your manager still needs to approve this.*
3. Choose your preferred option, and include the following in CC: travel@climatecentre.org, your Manager and the budget holder. If not choosing the **cheapest option**, please explain to the budget holder why you would like this option so they can make an informed decision before approving or rejecting.
4. The Budget holder will approve by replying to all to confirm the selected flight and the project code. If you are a budget holder, you cannot approve your own ticket. Kindly request approval from Management for your trip.
5. Once receiving the budget holder approval, HumanitAir will issue the ticket. HumanitAir will send a copy of the ticket to the traveler and to travel@climatecentre.org.

5.1 Flight changes

If you need to change or cancel your flight, please contact HumanitAir (copy travel@climatecentre.org) as soon as possible and ask for options/additional costs. Flight changes that are less than 100 EUR and less than 1 day can be done via HumanitAir without waiting for budget holder approval. Any changes exceeding either or both of these thresholds must follow steps 2-5 above, including budget holder approval.

Please make sure to save the HumanitAir 24/7 emergency number in your phone before travelling (+31(0)850131251) so you can contact them on out-of-office hours and on the weekend for changes or cancellations. This number is also available at the bottom of your flight ticket.

5.2 Offsetting

We track our overall carbon emissions every year through HumanitAir. We are offsetting our carbon emissions through the Climate Neutral Group (CNG) that is directly billed on the invoice for every trip we purchase from HumanitAir. We offset them through these types of projects: forestry, renewable energy, and cookstoves. We recommend attending virtual engagement as much as possible and use lower-carbon transport where applicable.

5.3 Personal travel

If you are requesting a trip with an extension for personal reasons or requesting a personal stopover, please also request the most direct option (as if you were only travelling for work) so a price comparison can be made. The budget holder will approve the work option and the *price difference* will be deducted from your expense reimbursement or from your fees after the trip. Climate Centre's travel insurance will only cover official business; therefore, it is your responsibility to purchase your own personal travel insurance for any personal deviations. The Duty of Care of Climate Centre applies only to official business and will not cover your personal travel.

Kindly include these details in your email:

- Request for flight comparison. Example: Manila to South Africa (6 to 11 June) business meeting vs Manila to South Africa (6 to 20 June) with personal travel.
- If there are cost difference, kindly indicate in the invoice the following: (Example) Please include in the invoice -> 180 euros pay deduction; 650 euros goes to project code 5030 with approval of manager/budget holder.

6. Procedures- booking accommodation

Accommodation costs must be kept to a minimum. Team Members should book hotels equivalent to 3-star accommodation. Exceptions may be permitted when you need to stay in a certain hotel due to security reasons; or when you need to stay in a hotel where a conference is taking place (e.g. presenting/preparation). Please request budget holder approval for any exceptions.

There are four possible ways to book travel accommodation:

OPTION 1 - HUMANITAIR

Book your accommodation via HumanitAir following steps 1-5 above in 'Section 5: Procedures – booking flights and trains'

OPTION 2 – PARTNER BOOKING

A partner or National Society may assist in reserving your accommodation. In this circumstance it is best if the partner is covering the hotel costs outright or the reservation is made by the partner but paid by the traveler, for reimbursement through normal processes.

OPTION 3 – SELF BOOKING

Book your hotel online within the guidelines of Climate Centre and save the invoice for reimbursement purposes.

OPTION 4 – GROUP BOOKINGS

If several people from the Climate Centre are attending the same conference, a group hotel booking can be made via the COF-team (via travel@climatecentre.org). Often this requires payment upfront via wire transfer so it needs to be done well in advance of the group travelling.

Important – Some projects may require donor pre-approval to stay in a hotels above a certain rate, inquire with project leads about this or other special considerations prior to booking.

Important – Regardless of booking option, ensure that your hotel details are captured in the pre-travel checklist so that your location will be accessible to the security team.

7. Group expenses

If you are traveling in a group, the most senior person present should pay any group meals or other group expenses for reimbursement purposes.

8. Requesting an advance

If you require an advance for your travels, you can request this by filling out the [Advance Request Form](#) from TEAMS and send it to your line manager with finances@climatecentre.org in CC. After approval from your Manager the Finance team will process the request. Please allow up to two weeks for the advance to reach your account.

9. Insurance

Travel insurance is provided by the Climate Centre's insurance policy under the proviso that the Team Member has basic health insurance in their home country. Make sure to send a copy of your local health insurance at hr@climatecentre.org. Climate Centre's travel insurance will only cover official business; it is your responsibility to purchase travel insurance for any personal deviations.

10. Vaccinations

It is the traveler's responsibility to check the mandatory vaccines needed before entering destination countries. Please refer to the CDC [webpage](#), WHO [webpage](#) and/or contract your health specialist.

11. Passport and visas

PASSPORT - Passport renewal is the Team Member's responsibility, as is ensuring sufficient pages and time remain prior to travel (valid for at least 6 months from your scheduled return date for most countries). If you need a second passport due to frequent travel and regular visa applications, such requests need to be pre-approved by your Manager. Costs for this second passport will be reimbursed.

VISAS – The Team Member is responsible for securing all necessary visas prior to travel. This can be a minimum of 3 months in advance of your departure date for some countries. The Climate Centre will provide support letters for official business trips and will reimburse visa applications (and necessary related travel) costs. Please do not apply for a tourism visa for official missions. Ensure to declare your purpose of travel for insurance and immigration purposes.

12. Time writing in Exact for travel

When you travel for business you can also write your travel time in Exact. Below a schedule of how many hours you can write:

Travel time	Time to write in Exact
< 8 hours	Actual amount of hours
8 – 15 hours	8 hours

16 – 24 hours	12 hours
25 – 36 hours	16 hours
36+ hours	20 hours

Hours should be written on the days used. The notes section can be used to clarify large totals where needed. When travelling on a non-working day for you (or adding hours to your working day) – please make sure to compensate that time within 10 days of your business trip. If this is not possible, make sure to discuss this with your manager and plan this as soon as possible.

IMPORTANT - compensation time does not need to be recorded in Exact (but your travel days and extra time do)! An example: Mary works full-time for the Climate Centre. She takes a trip from Monday – Saturday. She then books full days in Exact on Monday-Saturday. The following week, she only books Tuesday-Friday because she took Monday as a compensation day.

13. Expense reimbursement

The Climate Centre uses a DSA system by default, however project specific requirements may mean that DSA is not allowed and receipts are needed for all expenses instead. Furthermore, some expense-based projects may have unallowable expense types such as alcohol purchases. Prior to travel, always ensure you know the rules of the project to avoid expense rejections. Contact the project lead for clarity.

If you can claim DSA for a project, please use the [DSA calculator](#) on TEAMS. DSA covers the following expenses:

- meals (if provided by the hotel and/or organization then you should deduct from DSA calculator);
- local public transport in destination city;
- laundry;
- miscellaneous expenses.

For expense-based projects where DSA is not allowed:

- Submit itemized receipts along with credit card payment slips for all meals and local public transit;
- Laundry can be expensed, within reason, if travelling for more than five business days or if a trip is unexpectedly extended.

The following expenses can be directly reimbursed on DSA based projects and expense-based projects:

- public transport or shuttle to/from the airport (if not in same city, otherwise covered under local transit);
- accommodation costs (itemized hotel invoice needs to be submitted);
- rental car, if pre-approved by budget holder.

If you travel to a workshop or meeting with your own car within your own country the mileage will be reimbursed at € 0,19/km. Petrol costs will not be reimbursed in addition to this.

IMPORTANT - Claim your expenses within 15 days of returning home to ensure timely reimbursement and accurate expense reporting to donors. In addition, upload any boarding passes to Rydoo (indicating zero cost); for several projects we need these as proof of your travels. All expense

submissions for employees and LTCs should be made via Rydoo. All expense submissions for STCs can be incorporated into regular invoicing.

IMPORTANT – Be sure to upload itemized receipts/invoices along with credit card payment slips. Most donors will not accept payment slips without itemizations.

14. Responsible Parties

Board of Climate Centre	Accountable for ensuring that the Climate Centre has sufficient and effective policies in place.
Director of Climate Centre	Accountable for implementing this policy and reporting serious matters to the Board of Climate Centre.
Management of Climate Centre	Responsible to communicate this policy to their teams and ensure adherence to this policy. Monitor and report any breach of this policy.
Team Members	Responsible to follow this policy and subsequent procedures and consult their respective line manager and budget holder prior to any travel commitment.

15. Related Policies and References

- This policy is part of the Climate Centre’s governance and control framework and should be read in conjunction with the Climate Centre’s Policy Handbook.
- To access all travel security documents, please click this link [Security](#)

E-LEARNING:

[Stay Safe](#) (annual refresher mandatory for all Team Members)

Gifts and Hospitality Policy

1. Purpose, scope and audience

This Policy applies to all Team Members and tells Team Members what to do when offered gifts or hospitality. The purpose of this Policy is to avoid conflicts of interest, perceived conflicts of interest, and to protect the Climate Centre's reputation for impartiality and fair dealing by:

- providing guidance to Team Members about what is appropriate and what is not appropriate to accept as a gift, token of appreciation, or offer of hospitality from an actual or potential beneficiary, client, vendor, supplier, National Society, government, or from a potential Team Members;
- providing guidance to Team Members on how to handle gifts they receive;
- providing guidance on how to display, store, and dispose of gifts received by Team Members.

Gifts and tokens of appreciation include but are not limited to: physical objects; services; favours (e.g. special privileges or treatment); honours; decorations (e.g. medal); money or other economic benefit. Hospitality includes but is not limited to: meals; drinks; tickets to artistic performances; tickets to sporting events.

Any Team Members who has questions about the application of this Policy, or about the discharge of their duties and responsibilities under this Policy, should contact Management or the Human Recourses Department for guidance.

2. Integrity and Impartiality

2.1 The Code of Conduct requires that Team Members: "conduct all official duties with integrity, free from any taint of dishonesty or corruption, including not engaging in any act of favoritism, nepotism, cronyism, or bribery."

2.2 Team Members shall treat impartially all actual or potential beneficiaries, clients, vendors, suppliers, National Societies, governments, and potential employees, regardless of what gifts or hospitality the Team Members may receive. Failure to do so may be considered fraudulent or corrupt behaviour.

2.3 Team Members shall not request gifts or hospitality from any actual or potential beneficiary, client, vendor, supplier, National Society, government, donor, or potential Team Members member. Requesting a gift or hospitality will be considered fraudulent or corrupt behaviour.

3. Acceptance and refusal of gifts and hospitality

3.1 Team Members may accept only token gifts from an external source. Examples of token gifts: pen, desk diary, calendar, box of chocolates, bottle of wine. The maximum value of a token gift is 25 EUR or equivalent in local currency. When there is no publicly available information on the value of a gift, the Team Members shall make an assessment of the value. If in doubt about the value of a gift, the Team Members shall consult Management for guidance.

3.2 Team Members may participate in official functions (such as meals and receptions) to which they are invited as part of their duties as a member of the Team Members of the Climate Centre. Team Members shall exercise judgement and refrain from accepting invitations that are, or could be perceived to be, inconsistent with the obligations and behaviour of Team Members.

3.3 Team Members may accept hospitality from components of the Red Cross Red Crescent Movement, including National Societies, and from donors. Team Members must obtain written approval in advance from Management before accepting meals, drinks, or entertainment from suppliers.

3.4 In some countries and cultures, it may be impolite or impolitic to refuse a gift or hospitality even though acceptance violates the Gifts and Hospitality Policy due to the monetary value of the gift or hospitality. In such circumstances, Team Members shall accept the gift or hospitality and immediately inform Management, in writing, of the circumstances and nature of the gift or hospitality.

3.5 Team Members shall not accept any gift or hospitality which puts them under an obligation to the giver. Team Members shall not accept any gift or hospitality which may be perceived by anyone to have been offered to compromise the personal judgement or integrity of the Team Members member.

4. Honours, awards, and decorations

4.1 Individuals may not receive an honour or decoration (e.g. honorary university degree, medal, etc.) intended as recognition for work performed as a Team Member without first obtaining permission from Management.

4.2 When an honour, award, or decoration is presented to a Team Member without advance notice, and refusal of such an unanticipated honour, award, or decoration would cause embarrassment to the Climate Centre, the Team Member may accept the honour, award, or decoration on behalf of the Climate Centre and shall promptly inform Management, in writing, of the circumstances.

4.3 Management may request a Team Member to return the honour, award, or decoration if it is likely to be perceived as an undue honour, award, or decoration, including when it may raise questions around the compliance with the Fundamental Principles and other guiding principles of the Climate Centre.

5. Responsibilities

Individual Team Members member shall

- Not request gifts or hospitality;
- Obtain written approval in advance from Management before accepting hospitality from a Supplier;
- Share edible gifts with all Team Members in location;
- Inform Management in writing of the circumstances and nature of the gift or hospitality when these exceed the maximum permitted amount;
- Inform Management in writing when an external source has given them a gift or hospitality more than once in a calendar year;
- Inform Management of any honour, award, or decoration offered or received.

Management shall

- Provide written approval for receipt by Team Members member of any honour, award, or decoration, as applicable;
- Provide guidance to Team Members on the application of this Policy, and on the discharge of their duties and responsibilities under this Policy.

Fraud and Corruption Prevention and Control Policy

Preamble

This Fraud and Corruption Prevention and Control Policy outlines the Climate Centre's approach to the prevention and control of fraud and corruption, including the investigation procedures that will be followed if there are suspicions of fraudulent or corrupt practices. If fraud or corruption is proven, appropriate disciplinary measures and legal action will be taken. The assets of the Climate Centre are its Team Members, its reputation and the resources provided by donors. The Climate Centre is committed to high ethical standards, transparency and accountability to all internal and external stakeholders including The Movement, Team Members, beneficiaries, donors, cooperating partners, contractors or suppliers.

The Climate Centre, in accordance with best risk management practice, acknowledges that strong internal prevention mechanisms and controls at all managerial levels and locations in the organisation are the best methods for preventing fraud and corruption. The differing risk environments in which the Climate Centre operates must be taken into consideration. In some environments the level of risk may be higher and thus require more rigorous prevention mechanisms and controls than in other environments.

The Climate Centre is committed to preventing and dealing swiftly and appropriately with fraud and corruption perpetrated by its Team Members and perpetrated against the Climate Centre by cooperating partners, contractors or suppliers and any collusive practices among such any parties. The Climate Centre recognises that fraud and corruption prevention and control is not a separate function and needs to be incorporated into all aspects of the Climate Centre's activities. Accordingly, the Climate Centre will ensure that there are elements of fraud and corruption prevention and control in all relevant policies, procedures and systems. All Team Members, cooperating partners, contractors or suppliers are responsible for fraud and corruption prevention and control will be made aware of this Policy. Adherence will be ensured as applicable.

1. Definitions

Fraud: Fraud is any intentional act or omission designed to deceive others, resulting in the victim suffering a loss and/or the perpetrator achieving a gain.

Corruption: Corruption is the abuse of entrusted power for private gain, including bribery. Fraud and Corruption do not necessarily imply immediate financial benefits for the individual(s) committing fraud or corruption, but may cause financial or reputational damages to the Climate Centre. States consider such offenses to be criminal and/or violations of civil law.

2. Elements of fraud and corruption

In cases of fraud and corruption there are generally three elements which individually can be addressed to prevent the act:

- Perceived opportunity: often a gap in controls, an opportunity that fraud or corruption can be perpetrated without the person committing the fraud and corruption being caught, exposed and/or action taken against them. Perceived opportunity can be addressed by implementation of controls such as securing money in safe, performing reconciliations, having clear disciplinary measures that are enforced, obtaining proper authorisation and the like. Removing the perceived opportunity has been proven to be the most effective way to reduce fraud and corruption.
- Motive: the reason why the person is committing the act of fraud and/or corruption. These could vary widely and can include financial pressures, financial problems, gambling problems, maintaining a lifestyle, vengeance against the organisation, emotional problems, and the like. Motive can be addressed through measures such as support programmes, open door policies, and treating and compensating Team Members fairly.
- Rationalisation: is the justification of the act of fraud or corruption. Rationalisation is not to be confused with the difference between right or wrong. In fact, the perpetrator often knows that it is wrong, but will think the act justified for one reason or another. These can include thoughts that no one will really get hurt, that they are just getting what they are owed, that everyone does it, that is for a good cause, or that money is just being “borrowed”. Rationalisation can be addressed through actions such as raising awareness of the Code of Conduct and the negative impacts of fraud and corruption on the organisation and beneficiaries, prevention of fraud and corruption training, regular performance appraisals, and simply treating Team Members fairly.

Through this Policy the Climate Centre seeks to ensure that it addresses all three of these elements in its policies and procedures. The Appendix to this Policy provides a non-exhaustive list of potential fraudulent and corrupt practices.

3. Scope of this Policy

This Policy applies to all Team Members. It complements the Code of Conduct and all Team Members shall adhere to it. All cooperating National Societies, partners, contractors and suppliers will be made aware of this Policy, its applicability to be established in the relevant contracting instruments.

4. Roles and responsibilities

The following stakeholders are responsible for the implementation of internal and external prevention mechanisms and controls to prevent and detect fraudulent and corrupt practices in accordance with this Policy.

4.1 Internal control

4.1.1 All Team Members shall:

- Comply with this Policy and
- Understand the exposure to fraud and corruption in their area; and
- Take appropriate measures to detect and report any suspicions of fraudulent and corrupt practices through Integrity Line as set out in the Code of Conduct and herein.

Team Members who fail to report any suspicions of fraudulent and corrupt practices, may be held accountable as directly or indirectly tolerating or condoning improper activity.

4.1.2 Management will ensure there are processes in place within their area of control to:

- Identify and assess potential risks of fraud and corruption;
- Reduce and prevent the risk of fraud and corruption;
- Promote Team Member's awareness of adherence to this Policy;
- Ensure the dissemination of this Policy to contractors or suppliers and ensure its incorporation as necessary into any contractual instruments with such parties;
- Ensure that suspected allegations of fraud and corruption are fully investigated and sanctioned, and that such investigation procedures and disciplinary actions are fair, equitable and in accordance with the legal obligations of the organization.

Members of Management who fail to take appropriate action or who directly or indirectly tolerate or condone improper activity may themselves be held accountable.

4.1.3 The Finance Department will:

- Improve fraud and corruption prevention mechanisms and internal controls; and
- Provide advice on fraud and corruption prevention and control.
- Promptly report any practices that is, or is reasonably suspected of being, contrary to this Policy.

4.2 External control

4.2.1 The external auditor will provide external oversight for the Climate Centre. While the external auditor is not responsible for detecting fraud, if any cases of fraud are detected in the course of their audit work they shall to report it to the Board.

4.2.2 Any cooperating partners, contractors or suppliers will be required through contractual instruments to represent that it has not, and shall not, engage in, any fraudulent or corrupt practices.

5. Handling of allegations

5.1 The handling of any allegations of fraud or corruption including investigations and any eventual disciplinary measures and/or pressing of civil or criminal charges shall be in accordance with the Policies in this Policy Handbook.

5.2 As per the Code of Code Team Members who have knowledge of an occurrence of fraud or corruption, or has reason to suspect that a fraudulent or corrupt act has occurred, have a duty to promptly report any reasonable allegations through the channels identified therein. Team Members are reminded that Integrity Line - a confidential service - is also at their disposal to report any suspected fraudulent or corrupt activities.

5.3 Proven abuse of the process by raising knowingly false, vexatious or malicious allegations will be regarded as a serious breach of the Code of Conduct, and may also result in disciplinary measures or legal action.

5.4 Team Members, cooperating partners, contractors and suppliers who reported in good faith suspicions of fraud or corruption shall not discuss the matter with anyone other than the person to whom the report is made, unless it was not addressed to the right person in the first place or, as otherwise directed.

5.5 The Climate Centre will take all appropriate measures to ensure that information reported remains confidential and is only disclosed to authorized individuals and investigators. The Climate Centre will protect the identity of those reporting in good faith any suspicions of fraud and corruption and take appropriate measures to protect them from retaliation. In case of a reasonable fear of adverse reaction from the person whom they reasonably suspect as having committed a fraud or a superior, reports may be made anonymously. In situations whereby the person reporting the

incident is needed to provide evidence, that person identity should only be revealed with his/her consent or if required by law.

5.6 To ensure that all documentation relating to an alleged fraud or corruption is available for review in its original form immediate action to prevent the theft, alteration, or destruction of all such documentation will be taken. Such actions may include, but are not necessarily limited to:

- Removing the documentation, computers, hard disks and any electronic data storage media from its current location and securing it in another location;
- Limiting access to the location where the documentation, computers, hard disks and any electronic data storage media currently exists;
- Preventing the individual suspected of committing the fraudulent or corrupt act from having access to the documentation, computers, hard disks and any electronic data storage media pending the investigation;
- Obtaining urgent advice from a suitably qualified internal or external expert in connection with the handling of electronic documentation or media.

5.7 The Climate Centre will promptly and efficiently investigate suspected instances of fraud and corruption in accordance with the Policies in this Policy Handbook. Any investigation pursuant to this Policy will be conducted impartially, fairly and thoroughly.

5.8 Where there is proof of fraud or corruption, appropriate disciplinary action will be taken against Team Members in accordance with the policies in this Handbook.

5.9 The Climate Centre has a zero tolerance policy to any form of retaliation against a person who either reports reasonably-held suspicions of fraud or corruption, or who cooperates in any such investigation. Deterring anyone from reporting suspicions of fraud or corruption or witnessing such acts in an investigation is a serious breach of the Climate Centre's Code of Conduct and may result in disciplinary measures.

5.10 The Climate Centre may seek to recover any losses resulting from fraudulent or corrupt activity using all means at its disposal, including civil or criminal legal action. In case of fraudulent or corrupt practices by cooperating partners, contractors or suppliers appropriate recovery measures will be taken in accordance with this Policy and the relevant contractual arrangements.

6. Monitoring

Following any proven incident of fraud or corruption, Management will conduct a review of relevant policies, procedures and internal controls in the area where the fraud or corruption occurred to assess whether these need to be revised and what, if any necessary corrective measures need to be undertaken.

7. External communications

7.1 The Climate Centre will share with external parties best practices on fraud and corruption prevention and control and information when necessary to address specific situations. Team Members shall however refrain from sharing any information related to allegations of fraud or corruption to unauthorized individuals and refer any request for information to the line manager.

7.2 No public statement or comment in relation to an alleged fraudulent or corrupt practice may be made to the media except by a specifically appointed authorised representative.

Appendix – Examples of potential fraudulent or corrupt practices

This list is not exhaustive and not all instances will upon investigation be proven to be fraud or corruption but may indicate an area where changed work practices are necessary:

- theft of supplies and equipment
- improper use of an Climate Centre credit card or official stamp
- use of monies identified for specific programme activities for unrelated programmes
- a false or excessive claim for expenses or allowance
- payment of salary or wages to a fictitious employee
- unauthorised payments to or transactions with related parties
- acceptance of offers, receiving or offering kickbacks or bribes for a preferential treatment
- payment for work not performed
- making or use of forged credentials and endorsements
- altering amounts and details on documents
- selling information
- transactions (expenditure/receipts/ deposits) recorded for incorrect sums
- manipulation of the procurement process, including undisclosed conflict of interest
- make or use false official identification, including false email identification
- damaging or destroying documentation or not disclosing all documentation

E-LEARNING:

[Corruption Prevention](#) (annual refresher mandatory for all Team Members)

[Corruption Prevention for Managers](#) (mandatory for Management)

Conflict of Interest Policy

1. Purpose

The purpose of this Policy is to set out clear policy and guidelines to reduce any potential risk of conflict of interest for Climate Centre, its Team Members and/or its partners. This Policy is intended to avoid situations where actual or perceived conflicts of interest may arise which can:

- inhibit free discussion;
- result in decisions or actions that are not in the best interests of Climate Centre and the public at large;
- risk the impression that the Climate Centre has acted improperly;
- prevent Team Members from working more than 100% FTE.

Duty of prior full disclosure

Team Members are free to take on consultancy work with other organizations, provided they inform and consult Management and such organizations prior to commencing the work, and disclosing all relevant details that could lead to actual or perceived conflicts of interest. Disclosure needs to happen prior to undertaking the assignment to allow Management to discuss potential and perceived risks of conflict of interest with the Team Member, and where necessary advise against it or prohibit it. This Policy applies to all Team Members whether part-time or fulltime engaged. It complements the Code of Conduct and the Fraud and Corruption Prevention and Control Policy in this Policy Handbook . All cooperating National Societies, partners, contractors and suppliers will be made aware of this Policy, its applicability to be established in the relevant contracting instruments.

2. Background

Since its inception, Climate Centre has had a culture of part-time contracts, including the possibility that some Team Members work part-time for Climate Centre, and part-time for other organizations (including primarily research institutes, think-tanks, foundations, international organizations and government agencies).

Climate Centre encourages this culture:

- partly because it allows Climate Centre to attract Team Members for a portion of their time while they continue to work on interesting projects, thus increasing the diversity of Climate Centre's expertise, and
- primarily because it is beneficial to both Climate Centre and Team Members that they work on Climate Centre's agenda (enhancing climate risk management particularly for the most vulnerable groups) from different perspectives (institutionally and substantively).

Examples of work that Team Members have undertaken that could not have taken place within Climate Centre include:

- work to advise development banks and donor agencies on climate risk management strategies and projects. This is usually done in independent expert capacity and could not be done as formal Climate Centre representatives, given our strong affiliation with The Movement;
- work on risk transfer (including micro-insurance) for climate risk management with academic institutions, development banks and INGO's at a time when The Movement was staying away from these topics;
- work to support other humanitarian or climate organizations.

3. Definitions

3.1 A conflict of interest is a set of circumstances that creates a risk that professional judgement or actions of an individual regarding Climate Centre will be unduly influenced by a secondary interest, financial or otherwise. A conflict of interest may arise where:

- the objectives of Climate Centre and the interests or loyalties of Team Members may not coincide or could clash;
- a Team Member's position in Climate Centre conflicts with his or her interests in another organization;
- a Team Member's personal or family interests and/or loyalties conflict with those of Climate Centre;
- there is a potential direct or indirect financial gain or benefit to the Team Member;
- there is potential for a non-financial gain, such as preferential treatment or service which may give rise to a conflict or an apparent conflict of interest.

3.2 A perceived conflict of interest is a situation whereby a conflict of interest may be perceived by any party.

3.3 Outside Engagement is any type of paid or unpaid work activity which is not under the Climate Centre name and legal status.

4. Policy Principles

Recognizing that Climate Centre engages several part-time Team Members and encourages assignments with other organizations, the following principles regarding outside engagement apply to Team Members:

4.1 Team Members, especially those that work part-time for Climate Centre, can also work for other organizations.

4.2 Team Members may not be engaged more than 100% FTE in total for Climate Centre and Outside Engagement.

4.3 Team Members' Outside Engagement may not compete with Climate Centre for funding.

4.4 Team Members with formal approval for Outside Engagement must always:

- a. ensure that it is clear when they are representing Climate Centre;
- b. ensure that their Outside Engagement does not negatively affect the reputation of Climate Centre The Movement;
- c. ensure that their Outside Engagement does not lead to actual or perceived conflicts of interest.

4.5 Prior to undertaking an Outside Engagement, the Team Member must acquire formal written approval from Management (see article 5 of this Policy: Procedures).

4.6 The Director must obtain formal written approval from the Board prior to accepting Outside Engagement.

4.7 The Team Member may not commit to Outside Engagement without prior formal written approval from Management.

4.8 Any actual or perceived conflicts of interest or other matters of concern, will be discussed between the Team Member and Management to come to a resolution that meets the standards of this Policy Handbook. The Team Member will not commence work on the Outside Engagement until such resolution has been reached.

5. Procedures

Team Member role

5.1 At minimum 10 days prior to committing to Outside Engagement the Team Member must issue a written request to Management including the following information regarding the Outside

Engagement:

- Name of the organization and contact person
- Purpose and nature of the work
- Duration of the Outside Engagement

5.2 Management may require the Team Member to answer the following questions:

- a. If you take up Outside Engagement, how much time will this other position require from you? Will you end up working more than 100% FTE in total?
- b. How did you receive offer? Was it derived through Climate Centre engagements or networks?
- c. Can the work be done through the Climate Centre? If not, why not?
- d. If you take on this Outside Engagement in a personal capacity, will this give you visibility in a context where you are known as a representative of the Climate Centre ?
- e. Is there a potential perceived conflict interest for you or the Climate Centre? Please clarify your answer.
- f. If you were to take on this Outside Engagement, would this constrain the Climate Centre in fundraising with that institution or your potential future engagement on an Climate Centre project funded by that institution? If so, why? If not, why not?
- g. Have you informed the institution about your affiliation and role within the Climate Centre? How and when have you informed them?

Management role

5.3 Acquire all relevant information using the questions in article 5.2.

5.4 Report any potential / perceived / actual conflict of interest to Management.

5.5 Inform Management of the request for approval of Outside Engagement and come to a collective decision.

5.6 Confirm the decision made by Management in writing to the Team Member.

5.7 Inform the Finance Department and Human Resources Department of the decision made by Management.

5.8 Annually review the status of Outside Engagement by Team Members.

Policy on the Prevention and Response to Workplace Harassment and Discrimination

1. Commitments and Guiding Principles

1.1 Climate Centre affirms the right of every person to be treated with respect and dignity and strives in its operations to safeguard⁶ the welfare of its Team Members, partners, and affected persons.

1.2 By means of this Policy, Climate Centre commits to providing a safe, inclusive, and respectful work environment, free of all forms of harassment and discrimination. The Climate Centre recognizes that harassment, whether in the form of bullying or sexual harassment, and discrimination have the potential to severely impact Team Members 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 Climate Centre and the Fundamental Principles of the Movement.

1.3 Climate Centre takes a zero-tolerance approach to any form of harassment and discrimination. This means that the Climate Centre will consider all reports of improper conduct and, where misconduct has occurred, hold perpetrators accountable for their actions. This also means that Climate Centre prohibits retaliation against those who speak up against violations of its standards of conduct, including those specified in this Policy.

1.4 Climate Centre seeks to foster a work culture where everyone feels secure and empowered to report concerns of improper conduct. To this end, Climate Centre 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

⁶ "Safeguarding" is generally defined as a "framework to protect from harm, damage or exploitation with appropriate measures".

2.1 Climate Centre 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:

- Define clearly what constitutes prohibited conduct for the Climate Centre;
- Outline the obligations of Climate Centre Team Members, 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 Climate Centre Team Members as well as the appropriate channels for formal reporting of alleged breaches of this Policy; and
- Establish the Climate Centre's duties in handling and responding to reports of alleged breaches of this Policy.

2.2 This Policy covers conduct that occurs between Team Members member during work hours as well as during 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 Team Members.

2.4 Climate Centre includes a standard clause in its relevant agreements with third parties 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 Climate Centre Team Members in accordance with the terms of this Policy.

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.

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 environment⁷ or unreasonably interfering with that person's work or the work of a group of people.

⁷ 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.

3.3 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 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 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.

3.6 Management may need to make assessments or decisions with which their Team Members may not agree, for example, about performance or work tasks. In doing so, Management has 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 Team Member towards Management 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 harassment⁸. 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.

⁸ The term "bullying" and "psychological harassment" are often used inter-changeably.

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. 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.

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

4.1 All Team Members shall:

- Familiarize themselves and comply with Climate Centre's Code of Conduct and this Policy Handbook.
- 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.
- Participate in any Climate Centre mandatory training on safeguarding, understand the survivor-centred approach and ensure they are aware of the channels for reporting improper conduct.
- 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.

4.2 Management 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. Management must ensure that potentially offensive material is not displayed or circulated in the workplace.
- Undertake efforts to resolve inter-personal issues between Team Members 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 Department 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. Management should recognize the seriousness of any complaints raised, regardless of their own perception of the complaint, and respect the sensitivity and confidentiality of the matter. With the consent of the person reporting concerns to them, Management may approach the Human Resources Department to seek further guidance or to make a formal report of the matter.
- 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.

4.4 The Human Resources Department works to prevent and resolve workplace issues, including in respect of any inappropriate conduct, acting as a support and adviser to Climate Centre Team Members and Management. The Human Resources Department 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 Climate Centre's standards of conduct, including on conduct prohibited under this Policy.
- Providing information, advice, and guidance to those experiencing or witnessing inappropriate conduct in connection with their work for Climate Centre.
- 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 this Climate Centre Team Members Handbook 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.

4.5 All Team Members can contact councilors by filling a complaint on Integrity Line. This channel is open to anyone and it is possible to file anonymously. Integrity Line can provide confidential, impartial and informal advice, support and guidance on any work-related matter. Integrity Line does not disclose the content of any confidential conversations without the Team Member's prior permission (unless the situation is one involving an imminent risk of serious harm to others).

5. Resolution Mechanisms and Reporting Procedures

5.1 Early, direct intervention to address behaviour perceived to be offensive may be effective in ensuring that any inappropriate conduct ceases. Any Team Member 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 Team Member who believes they have experienced conduct prohibited under this Policy is encouraged to document any incidents to the extent possible.

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 independent councilor, Human Resources Department and Management are resources available to Climate Centre Team Members 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.

5.5 Team Members who perceive themselves to be the subject of prohibited conduct may approach the independent councilor to seek informal resolution through mediation or facilitated dialogue with the alleged offender. In addition, the Human Resources Department may also recommend that mediation be considered in the first instance. Mediation by the independent councilor 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 independent councilor consider that mediation does not appear to be the appropriate means to address a particular work-related concern, the independent councilor may recommend the available formal reporting channels (see paragraph 5.9 below). The independent councilors 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.

5.8 Climate Centre recognizes that there are situations where a Team Member is not comfortable approaching their offender, including situations where there is a disparity in 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 Team Members may report a possible breach of this Policy to Management or the Human Resources Department.

5.10 If the Team Member 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 Climate Centre 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.

5.11 There is no specific time limit for reporting a concern after the alleged events have occurred as Climate Centre 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 Climate Centre's ability to look into the matter and, where warranted, take appropriate action.

5.12 The Human Resources Department, as the responsible focal point for handling the matter shall acknowledge receipt of the report in a timely manner and may request additional information prior to, or in connection with, the initial review procedure, known as a Preliminary Assessment (see Part 6).

5.13 All reports received by Management or the Human Resources Department, 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.

5.14 The Human Resources Department will obtain the prior consent of a person who files a report before sharing their identity with the alleged offender.

6. Response and Handling of Reports of Alleged Prohibited Conduct

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", the purpose of which is to assess, at face value, whether the allegations of prohibited conduct are credible, verifiable, and material⁹, 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).

6.4 At the conclusion of the Preliminary Assessment, the affected individual(s) may be referred by the Human Resources Department to the independent councilor 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.

6.5 The purpose of an investigation, if deemed to be warranted by the Preliminary Assessment

⁹ 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 Climate Centre's internal rules.

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 the Human Resources Department or (an) external investigator(s).

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, who shall act in an observer capacity. Either party may seek legal advice independently of Climate Centre. However, as the investigative process is an internal administrative matter for the Climate Centre, neither party may be accompanied or represented by external legal counsel in the investigative process.

6.8 The Climate Centre 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 Team Members 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 a Team Member may constitute grounds for disciplinary action and may have an adverse impact on any proceedings related to the complaint.

6.10 In the event the investigation establishes that prohibited conduct has occurred, appropriate administrative or disciplinary action will be taken.

6.11 In the event the perpetrator of misconduct is not a Team Member or is not otherwise regulated under this Policy Handbook, the matter will be handled in accordance with the terms and conditions of their contract.

6.12 Team 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 appeal.

6.13 At the close of the investigation and/or disciplinary process, 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 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 Climate Centre's Whistleblower Protection Policy.

Annex: Examples of Prohibited Conduct

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 COF-team 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).
- 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 Team Members to do personal favours or errands.
- Pressuring Team Members 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 this Policy Handbook.

[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 Team Member for promotion or other advancement on grounds of a protected characteristic.
- Giving more favourable performance appraisals to certain Team Members 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 Team Member belongs.

E-LEARNING:

[Prevention and Response to Workplace Harassment and Discrimination](#) (annual refresher mandatory for all Team Members)

Data protection policy

1. Policy brief & purpose

This Data Protection Policy refers to our commitment to treat personal information of Team Members, partners, stakeholders and other interested parties with the utmost care and confidentiality. With this Policy, we ensure that we gather, store and handle data fairly, transparently and with respect towards individual rights.

2. Scope

This policy refers to all parties who provide any amount of information to The Climate Centre and anyone we collaborate with or acts on our behalf and may need occasional access to data.

3. Policy elements

As part of our operations, we need to obtain and process information. This information includes any offline or online data that makes a person identifiable such as names, addresses, usernames and passwords, digital footprints, photographs, social security numbers, financial data etc.

Our company collects this information in a transparent way and only with the full cooperation and knowledge of interested parties. Once this information is available to us, the following rules apply.

Our data will be:

- Accurate and kept up-to-date;
- Collected fairly and for lawful purposes only;
- Processed by the company within its legal and moral boundaries;
- Protected against any unauthorized or illegal access by internal or external parties.

Our data will not be:

- Communicated informally;
- Stored for more than the legally specified amount of time;
- Transferred to organizations, states or countries that do not have adequate data protection policies;
- Distributed to any party other than the ones agreed upon by the data's owner (exempting legitimate requests from law enforcement authorities).

In addition to ways of handling the data the company has direct obligations towards people to whom the data belongs. Specifically we must:

- Let people know which of their data is collected;
- Inform people about how we'll process their data;
- Inform people about who has access to their information;
- Have provisions in cases of lost, corrupted or compromised data;
- Allow people to request that we modify, erase, reduce or correct data contained in our databases.

Retention of Records Policy

1. Introduction

The Retention of Records Policy will enable the Climate Centre to comply with the EU requirements of data protection legislation. Furthermore, this policy will enable the organization to manage and track documents and assist in providing openness and transparency to the public, annually scheduled audits and audits requested by the Donors.

2. Scope of the Policy

This policy encompasses:

- Records created by or on behalf of the Climate Centre and staff in their duties for the organization
- Records received by any Team Member in the organization
- Electronic records including Internet and Intranet sites, databases, emails, films and videos

3. Record Keeping

Records will be reviewed against the record retention schedule on an annual basis. Records that have passed their retention period and have no current ad-hoc requirement to retain the information will be deleted by the corresponding department owner. For example, the Grants Compliance Officer is the owner of the Grants Folders and the documents stored. The Grants Compliance Officer has the responsibility of reviewing the folders against the data retention policy of 10 years and disposing of them, when necessary, along with Finance and HR for their respective folders. Information connected to donations such as: donor contact information, project agreements, financial reports, budgets, financial monitoring, general documents related to the project should be stored.

4. Data Protection

To comply with the principles of data protection legislation, the Climate Centre must:

- Ensure records are retrievable and easily traced in the dedicated folders within the Climate Centre MS Teams/SharePoint environment;
- Keep records secure;
- Allow an Audit company access to information regarding Climate Centre activity, projects, research and donors.

5. Policy Management

5.1 All records created by or on behalf of the Climate Center belong to the Climate Center. This includes any rights or copyright in the context, except where specifically provided under copyright legislation.

5.2 Storing information related to a project under the appropriate folder is the responsibility of the Project Lead of each project. Responsibility for creating the appropriate folders for the project information to be saved, access to folders and disposing of archive records lies with the Grant Compliance Office. Invoices and receipts must be submitted electronically through Rydoo. Storing of any financial records, audits, budget, invoices, etc. is the responsibility of the Finance Team.

HR is responsible for all Team Member contracts, background checks, etc.

5.3 The Climate Centre may choose to retain records for longer than the indicative periods given in the retention schedule, for example, if they consider records to be of significant historical value, if the issue they are concerned remains "live", or in case the Donor requests for a longer period of retention

6. Secure Disposal

Electronic records will be annually deleted and the recycle bin emptied.

Information Security: Acceptable Use Policy

1. Introduction

The Climate Centre uses the information it receives and handles in a number of different ways. Climate Centre's reputation, and the effectiveness and efficiency of what it does, can be put at considerable risk if users – i.e. all Team Members and third party suppliers authorised to access, handle or use Climate Centre information – fail to maintain proper standards and controls in the way they manage information security.

The Climate Centre is responsible for maintaining the security and integrity of the Climate Centre's information and communications systems. Climate Centre is also responsible for ensuring that necessary action is taken if those standards are not met.

2. Objective

This Policy sets out what users should and should not do, to:

- implement adequate information security controls, and
- ensure that the use of ICT resources is effective, efficient, and consistent with the Fundamental Principles.

3. Applicability & Scope

This Policy applies to all Team Members. It is applicable to information / data assets in whatever form, including, but not limited to, hard copies of documents, electronic data, images, the spoken word, computer equipment, network or data communication equipment, computer programs, procedures and support software, data storage devices and media.

4. Information security requirements

All Team Members are responsible for enforcing appropriate controls to mitigate security risks regarding information or data that they access, handle or use, and report information security breaches to Management.

5. Good practices

Team Members are advised to follow the general rules below, to minimise information security risks:

- Users should not store information on their local drive (C:\) or the PC desktop. Saving to the desktop hinders flexible working and slows the log in process. Moreover, it leads to a risk of data loss, as no back-up is made of the local drive or desktop.
- When taking on temporary Team Members, Management should consider what system and data folders these users will need to access, to perform their duties.
- Team Members should lock their computer when leaving their desk unattended for short time, or log out when they are likely to be away for a longer period.

6. Acceptable use of ICT resources

Use of the Climate Centre's ICT resources is granted in accordance with the following principles:

6.1 ICT resources may only be used for legitimate purposes related to the activities of the Climate Centre. When using ICT resources, users must uphold and promote the highest standards of ethical and professional conduct. Inappropriate use of ICT resources may result in disciplinary action up to and including dismissal.

6.2 ICT resources must be used consistently with the Fundamental Principles, with this Policy, and with this Policy Handbook.

6.3 Team Members are responsible for the safe keeping of any ICT equipment provided to them (like laptops or mobile phones). Any loss of such equipment must be reported to the Climate Centre as soon as possible with details of the data stored on the equipment.

6.4 Use of ICT resources must comply with any applicable national or international laws governing computer fraud, pornography, misuse of equipment/resources, privacy of information, and related criminal offences, and any other legal requirements, such as copyright and licensing obligations.

6.5 Use of ICT resources may be monitored for security, network management or other reasons, and may be subject to use limitations.

7. Unacceptable use of ICT resources

Any use of ICT resources for purposes that are offensive, unlawful or otherwise contrary to the Code of Conduct, this Policy or this Policy Handbook is unacceptable. For example, the following activities are unacceptable and are prohibited:

7.1 Using Climate Centre ICT resources inconsistently with the Code of Conduct, this Policy or this Policy Handbook.

7.2 Intentionally visiting internet sites, downloading, emailing, or otherwise accessing material that is indecent, pornographic, hateful or otherwise objectionable (unless specifically required as part of their work). Accessing such material may constitute gross misconduct and may result in summary dismissal.

7.3 Attempting to defeat system security, attempting to access unauthorised data, or making unauthorised changes to data.

7.4 Using ICT resources with a false or someone else's identity (unless required for work purposes – e.g. to test information systems).

7.5 Using or installing non-standard devices or non-tolerated software. All use of information systems must be consistent with Climate Centre's contractual obligations, including limitations defined in software and other licensing agreements.

7.6 Team Members must not set up any Outlook rules to forward e-mail to their home e-mail addresses or any other non-Climate Centre address. This minimizes the risk of sensitive material being forwarded to insecure mail systems.

7.7 Using ICT resources in violation of civil or criminal law. Users should be aware that this includes breaching copyright laws. Copyright laws govern the copying, display, and use of software and other works in digital form.

8. Personal Use

The Climate Centre allows limited reasonable personal use of ICT resources by users. The Climate Centre is solely responsible for determining what usage is “reasonable”, taking into account the relevant circumstances. The Climate Centre can impose limits on, or end, such personal use if it considers that to be appropriate. ICT resources are provided for work purposes.

Personal use must not interfere with the operation of the network, hinder or distract other users in their work. Personal use must also not result in any additional cost or liability for the Climate Centre. Personal use must not materially detract from the ability of a user to undertake their assigned work. Examples of activities that are likely to impact on the Climate Centre (whether in terms of cost, network capacity or

otherwise) include: high data usage services, playing interactive games, downloading large personal files. Should a Team Member be unaware of the potential impact of his or her usage, and then he or she should seek advice from Management.

While the Climate Centre allows Team Members to occasionally use Climate Centre computer systems (within reasonable limits) for the storage of personal files or the transmission of personal messages, this is a convenience allowed to Team Members as a courtesy and at their own risk. The Climate Centre cannot guarantee the privacy of such files or messages and may limit or stop such activities as it considers necessary.

9. Use of Email

Team Members must be aware that whenever they send an email under the “___@climatecentre.org” address they are representing the Climate Centre. Emails can legally bind the Climate Centre and can expose the Climate Centre to legal liability and damage to reputation. Team Members must therefore ensure that the highest ethical standards are adhered to.

Examples of unacceptable email practices include: “flaming” (i.e. responding in an outright negative and inflammatory manner by email), circulating spam/junk mail or “chain” emails, impersonating another email user, and sending offensive or objectionable emails.

Team Members should implement appropriate information security controls and follow good email practice, such as archiving, minimizing attachment size, and minimizing use of “reply to all” when not necessary. Personal emails and files should not be archived on the system longer than what is strictly necessary. Emails sent or received as official communications are Climate Centre records and must be retained for as long as they are needed for Climate Centre administrative and legal requirements.

10. Security

All electronic information (personal or official) sent or stored on Climate Centre ICT resources are the property of the Climate Centre. The Climate Centre reserves the right to access, read, and act upon, all such information, including all emails and messages sent or received through Climate Centre ICT resources.

Team Members are responsible for maintaining the security of their own information system accounts and passwords. For passwords, users should avoid using words that can be associated with them (e.g. names or dates of birth). Password(s) should be memorised, and should not be written down or shared with others. Team Members should be aware of the dangers posed to ICT systems from viruses and other malicious entities. Team Members should take reasonable precautions to protect ICT resources by ensuring that ICT resources under their control are regularly updated against malicious code, and ensuring that removable media is scanned for viruses before use in Climate Centre's equipment.

11. Copyright, Licenses and Software

Climate Centre's Policy is to purchase sufficient licenses for Team Members to undertake their work.

Climate Centre will

regulate the licenses in standard software provided with Climate Centre equipment. Any

nonstandard software

loaded on Climate Centre computers must be properly licensed and authorised. Team Members must ensure that license documentation is available. Team Members wishing to load software on their computer must follow the relevant Climate Centre policies and procedures.

12. Enforcement and Processes

The Climate Centre values privacy and confidentiality, and recognizes the interest of individuals in protecting

information held in Climate Centre's ICT systems from unauthorized access. Even so, there are circumstances

which may outweigh a Team Member's privacy interests and warrant the Climate Centre accessing relevant ICT resources without the knowledge and/or consent of the Team Member. Those circumstances include situations:

- when it is necessary to identify or diagnose systems or security vulnerabilities and problems, or otherwise preserve the integrity of the ICT resources,
- when there are grounds to believe that a breach of Climate Centre's regulations, rules, or policies may have taken place and access to such systems may reveal information relevant to an investigation of possible misconduct,

- when such access to information systems is required to carry out essential Climate Centre functions.

Access to such information without the knowledge and/or consent of Team Member requires the approval of the Climate Centre Board, except when access is required by Management, to preserve the integrity of facilities. In addition to accessing the information systems, the Climate Centre may deactivate or limit a Team Member's access privileges to ICT resources.

13. Sanctions

Team Members are accountable for any breaches of this Policy. Violations of this Policy or this Policy Handbook may be subject to disciplinary measures in accordance with this Policy Handbook, as appropriate. In addition, Climate Centre reserves the right to recover from Team Members all expenses incurred by Climate Centre as a result of any violation of this Policy (including remedying harms, repatriation costs, etc.).

Research Integrity Policy

1. Principles

This Policy is based on the following five, widely supported principles. In each case an explanation, with examples, is provided in italics detailing their impact on the practice of research. As such, these explanations link the principles with the standards presented in the next chapter.

Honesty

Honesty means, among other things, reporting the research process accurately, taking alternative opinions and counterarguments seriously, being open about margins of uncertainty, refraining from making unfounded claims, refraining from fabricating or falsifying data or sources and refraining from presenting results more favourably or unfavourably than they actually are.

Scrupulousness

Scrupulousness means, among other things, using methods that are scientific or scholarly and exercising the best possible care in designing, undertaking, reporting and disseminating research.

Transparency

Transparency means, among other things, ensuring that it is clear to others what data the research was based on, how the data were obtained, what and how results were achieved and what role was played by external stakeholders. If parts of the research or data are not to be made public, the researcher must provide a good account of why this is not possible. It must be evident, at least to peers, how the research was conducted and what the various phases of the research process were. At the very least, this means that the line of reasoning must be clear and that the steps in the research process must be verifiable.

Independence

Independence means, among other things, not allowing the choice of method, the assessment of data, the weight attributed to alternative statements or the assessment of others' research or research proposals to be guided by non-scientific or non-scholarly considerations (e.g., those of a commercial or political nature). In this sense, independence also includes impartiality. Independence is required at all times in the design, conduct and reporting of research, although not necessarily in the choice of research topic and research question.

Responsibility

Responsibility means, among other things, acknowledging the fact that a researcher does not operate in isolation and hence taking into consideration – within reasonable limits – the legitimate interests of commissioning parties, funding bodies and the environment. Responsibility also means conducting research that is scientifically and/or societally relevant.

2. Standards for good research practices

In this chapter, the principles described above are further elaborated into more specific standards for good research practices. These set out what researchers must take into consideration in their work, individually and as a team. They are for the most part presented separately for each individual phase

of the research process: design, conduct, reporting, assessment and peer review and communication. The chapter concludes with a number of standards applicable to all phases. In their elaboration and application, the differences between fundamental, applied and practice-oriented research may be relevant.

The standards included in this chapter are general ones. They may be specified or supplemented in writing, depending upon the discipline or institution, but not weakened.

2.2 Design

1. Consider the interests of science and scholarship and/or society when determining the subject and structure of your research.
2. Conduct research that can be of scientific, scholarly and/or societal relevance.
3. Do not make unsubstantiated claims about potential results.
4. Take into account the latest scientific and scholarly insights.
5. Make sure that your research design can answer the research question.
6. Ensure that the methods you employ are well justified.
7. If the research is conducted on commission and/or funded by third parties, always specify who the commissioning party and/or funding body is.
8. Be open about the role of external stakeholders and possible conflicts of interest.
9. In research with external partners, make clear written agreements about research integrity and related matters such as intellectual property rights.
10. As necessary, describe how the collected research data are organized and classified so that they can be verified and reused.
11. As far as possible, make research findings and research data public subsequent to completion of the research. If this is not possible, establish valid reasons for their non-disclosure
12. In the event of an investigation into alleged research misconduct, make all relevant research and data available for verification subject to the confidentiality safeguards established by the board of the institution. In highly exceptional cases, there may be compelling reasons for components of the research, including data, not to be disclosed to an investigation into alleged research misconduct. Such cases must be recorded and the consent of the board of the institution must be obtained prior to using the components and/or data in question in the scientific or scholarly research. They must also be mentioned in any results published.
13. Ensure that the required permissions are obtained and that, where necessary, an ethical review is conducted.
14. Accept only research assignments that can be undertaken in accordance with the standards in this Policy.
15. Enter into joint research with a partner not affiliated with an institution which has adopted this or a comparable Policy only if there is sufficient confidence that your own part of the research can be conducted in compliance with this Policy and the joint research results meet generally accepted principles of integrity in research.

2.3 Conduct

16. Conduct your research accurately and with precision.
17. Employ research methods that are scientific and/or scholarly.
18. Make sure that the choice of research methods, data analysis, assessment of results and consideration of possible explanations is not determined by non-scientific or non-scholarly (e.g. commercial or political) interests, arguments or preferences.
19. Do not fabricate data or research results and do not report fabricated material as if it were fact.
20. Do justice to all research results obtained.
21. Do not remove or change results without explicit and proper justification. Do not add fabricated data during the data analysis.
22. Ensure that sources are verifiable.
23. Describe the data collected for and/or used in your research honestly, scrupulously and as transparently as possible.
24. Manage the collected data carefully and store both the raw and processed versions for a period appropriate for the discipline and methodology at issue.
25. Contribute, where appropriate, towards making data findable, accessible, interoperable and reusable in accordance with the principles.
26. Take into consideration the interests of any humans and animals involved, including test subjects, as well as any risks to the researchers and the environment, while always observing the relevant statutory regulations and codes of conduct.
27. Keep your own level of expertise up to date.
28. Take on only those tasks that fall within your area of expertise.

2.4 Reporting results

29. Do justice to everyone who contributed to the research and to obtaining and/or processing the data.
30. Ensure a fair allocation and ordering of authorship, in line with the standards applicable within the discipline(s) concerned.
31. All authors must have made a genuine intellectual contribution to at least one of the following elements: the design of the research, the acquisition of data, its analysis or the interpretation of findings.
32. All authors must have approved the final version of the research product.
33. All authors are fully responsible for the content of the research product, unless otherwise stated.
34. Present sources, data and arguments in a scrupulous way.
35. Be transparent about the method and working procedure followed and record them where relevant in research protocols, logs, lab journals or reports. The line of reasoning must be clear and

the steps in the research process must be verifiable. This usually means that the research must be described in sufficient detail for it to be possible to replicate the data collection and its analysis.

36. Be explicit about any relevant unreported data that has been collected in accordance with the research design and could support conclusions different from those reported.

37. Be clear about results and conclusions, as well as their scope.

38. Be explicit about uncertainties and contraindications, and do not draw unsubstantiated conclusions.

39. Be explicit about serious alternative insights that could be relevant to the interpretation of the data and the research results.

40. When making use of other people's ideas, procedures, results and text, do justice to the research involved and cite the source accurately.

41. Avoid unnecessary reuse of previously published texts of which you were the author or co-author.

a. Be transparent about reuse by citing the original publication.

b. Such self-citation is not necessary for reuse on a small scale or of introductory passages and descriptions of the method applied.

42. Always provide references when reusing research material that can be used for meta-analysis or the analysis of pooled data.

43. Avoid unnecessary references and do not make the bibliography unnecessarily long.

44. Be open and complete about the role of external stakeholders, commissioning parties, funding bodies, possible conflicts of interest and relevant ancillary activities.

45. As far as possible, make research findings and research data public subsequent to completion of the research. If this is not possible, establish the valid reasons for this.

2.5 Assessment and peer review

46. Be honest and scrupulous as an assessor or peer reviewer, and explain your assessment.

47. Do not use information acquired in the context of an assessment without explicit consent.

48. Do not use the system of peer review to generate additional citations for no apparent reason, with the aim of increasing your own or other people's citation scores ('citation pushing').

49. Refrain from making an assessment if any doubts could arise regarding your independence (for example, because of possible commercial or financial interests).

50. Refrain from making an assessment outside your area of expertise, or do so only in general terms.

51. Be generous in cooperating with internal and external reviews of your own research.

52. Do not establish a journal that does not apply the required standards of quality to its publications, and do not cooperate with any such journal.

2.6 Communication

53. Be honest in public communication and clear about the limitations of the research and your own expertise. Only communicate to the general public about the research results if there is sufficient certainty about them.

54. Be open and honest about your role in the public debate and about the nature and status of your participation in it.

55. Be open and honest about potential conflicts of interest.

3.7 Standards that are applicable to all phases of research

56. Provide for an open and inclusive culture in all phases of research.

57. Refrain from any action which might encourage a researcher to disregard any of the standards in this chapter.

58. Do not delay or hinder the work of other researchers in an inappropriate manner.

59. Call attention to other researchers' non-compliance with the standards as well as inadequate institutional responses to non-compliance, if there is sufficient reason for doing so.

60. In addressing research misconduct, make no accusation that you know or should have known to be incorrect.

61. Do not make improper use of research funds.

Whistleblower Protection Policy

1. Purpose, scope and audience

1.1 The Climate Centre has a zero tolerance policy to any form of retaliation against a person who either reports reasonably held suspicions of a breach of the rules set out in this Policy Handbook or who cooperates in an audit or investigation process carried out under the authority of the government. In furtherance of this zero tolerance Policy, the Climate Centre is committed to ensuring:

- compliance with the Policy Handbook by establishing controls intended to prevent and deter their violation; and
- that the Climate Centre benefits from prompt notification of a possible breach of the Climate Centre Policy Handbook (“alleged misconduct”) so that appropriate action can be taken in the best interests of the organization; and
- the protection of Team Members against retaliation for reporting a suspicion of alleged misconduct or for cooperating in an authorized audit or investigation process.

1.2 With this in mind, the purpose of this Policy is to:

- set out the principles and processes for reporting a suspicion of alleged misconduct;
- establish the procedures for protecting individuals who report a suspicion of alleged misconduct from any form of retaliation; and
- reinforce a culture in which the Climate Centre functions and is seen to function in an open, transparent and fair manner.

1.3 Protection against retaliation is extended to any Team Member when that individual both:

- has reported a suspicion of alleged misconduct or participated in an authorized audit or investigation, and
- claims, on reasonable grounds, that retaliation has occurred or is apprehended, as a direct result of reporting his/ her suspicion of alleged misconduct or participating in an authorized audit or investigation.

2. Definitions, principles and procedures

2.1 Definitions

2.1.1 “Alleged misconduct” refers to allegations of a possible breach of this Policy Handbook.

2.1.2 “Retaliation” or “retaliatory action” means any direct or indirect detrimental action recommended, threatened or taken because an individual has reported a suspicion of alleged misconduct or participated in an authorized audit or investigation. Retaliation may include adverse

administrative actions, such as, but not limited to, unwarranted poor performance evaluations, changes in job duties or other negative decisions affecting the Team Member's terms and conditions. Retaliation may also take the form of verbal abuse or harassment.

2.1.3 "Whistleblower" refers to a Team Member who reports a suspicion of a breach of the Policy Handbook. Whistleblowers provide information, based on a reasonably held suspicion that a wrongdoing has occurred.

2.2 Principles

2.2.1 All Team Members have a duty to report potential breach of the Policy Handbook that may come to their attention, and thus help protect the organisation and the resources entrusted to it. It is also the duty of all Team Members to cooperate with an authorized audit or investigation.

2.2.2 An individual who reports in good faith a suspicion of alleged misconduct or cooperates in an authorized audit or investigation has the right to be protected by the Climate Centre against retaliation.

2.2.3 It is the Climate Centre's responsibility to take all necessary, relevant measures to protect Team Members against retaliation in the context of a report of a suspected alleged misconduct or for participating in an authorized audit or investigation. For these reasons, the Climate Centre maintains an environment where it can receive and address concerns and complaints in confidence.

2.2.4 Retaliation against Team Members who have reported a suspicion of alleged misconduct or participated in an audit or investigation violates the obligation of all Team Members to uphold the highest standards of integrity and to discharge their functions and regulate their conduct with the best interests of the organization in view.

2.2.5 When established, retaliation constitutes misconduct in itself and will be subject to appropriate administrative or disciplinary action.

2.3 Reporting a Suspicion of Alleged Misconduct through the Established Channels

2.3.1 A suspicion of alleged misconduct should be reported in writing as soon as possible and normally not later than 6 months after the whistleblower has come to learn of the specific event(s). The report should be factual and contain as much information as possible to allow for a proper assessment of the nature, extent and urgency of the matter.

2.3.2 Reports of a suspicion of alleged misconduct should be made through the established internal channels, as follows, either:

- directly to the Human Resources Department at hr@climatecentre.org, or
- to Management, or

- by filling a complaint on Integrity Line. This channel is open to anyone and it is possible to file anonymously.

2.3.3 In all cases, Management shall refer the matter to the Human Resource Department, who shall acknowledge receipt of the report of the alleged misconduct normally within three days of receipt thereof.

2.4 Reporting a Suspicion of Alleged Misconduct to Outside Entities

2.4.1 Team Members are expected to report any suspicions of alleged misconduct through the established internal channels as stated in paragraph 2.3 above.

2.4.2 Nonetheless sub-paragraph 2.4.1, the Climate Centre will also extend the protections in this Policy to a whistleblower who reports alleged misconduct by a Team Member to an entity or individual outside of the Climate Centre, on condition that the whistleblower did not accept payment or any other benefit from any party for such report, and he/she did not use the internal channels set out in paragraph 2.3 above because:

- at the time the report was made, the Team Member had reasonable grounds to believe that he/she will be subjected to retaliation by the person(s) he/she should report to pursuant to the internal channels; or
- the Team Member could show that it was likely that evidence relating to the alleged misconduct would have been concealed or destroyed if he/she had reported to the person(s) he/she should report to pursuant to the internal channels; or
- a previous report was made with the same information through the internal channels, and the Climate Centre took no action.

2.4.3 In addition, the whistleblower must show that he/she reported to an outside entity because he/she considered that such reporting was necessary to avoid:

- a significant threat to public health and safety; or
- substantive damage to the Climate Centre's operations; or
- violations of national or international law.

2.5 Confidentiality and Anonymity

2.5.1 Reports of a suspicion of alleged misconduct will be kept confidential to the maximum extent possible, consistent with the need to conduct a proper review and, if determined, an investigation. In situations whereby the whistleblower is needed to provide evidence, his/her identity shall be revealed only with his/her consent or if required by law.

2.5.2 The Climate Centre discourages anonymous reporting as the protections extended in this Policy cannot then be accorded to the whistleblower. Notwithstanding, in case of a reasonable fear of adverse reaction from the person reasonably suspected as having committed alleged misconduct, or a superior, reports may be made anonymously through Integrity Line as per sub-paragraph 2.3.2 above. Any reports received by anonymous means shall be investigated at the discretion of the Climate Centre depending on an assessment of the credibility of the information provided.

2.6 Reports made in Bad Faith

2.6.1 Any Team Member reporting a suspicion of alleged misconduct must be acting in good faith and have reasonable grounds for believing the information disclosed constitutes a potential breach of the Policy Handbook.

2.6.2 Any report, accusation or statement that is shown to have been intentionally false, defamatory or misleading, or is made with reckless disregard as to the accuracy of the information, or is done with malice, will be considered a violation of acceptable standards of conduct and will lead to administrative or disciplinary action in accordance with the procedures applicable to the whistleblower's type of contract.

2.7 Addressing Reports of Suspicions of Alleged Misconduct

2.7.1 Upon receipt of a report of a suspicion of alleged misconduct, the Human Resources Department shall conduct a preliminary assessment of the report. Such assessment may include preliminary fact-finding.

2.7.2 Human Resources Department shall investigate the matter, as deemed necessary, in accordance with the established procedures set out in Policy Handbook, or national law, as applicable.

2.8 Retaliation Claims

2.8.1 Team Members who have reasonable grounds to believe that retaliatory action has been taken against them, or will be taken against them, because they reported a suspicion of alleged misconduct or participated in an authorized audit or investigation should forward all information and documentation available to them to support their claim to the Human Resources Department.

2.8.2 The retaliation claim should be made as soon as possible and in any case normally no later than 6 months after the date of the alleged act of retaliation has occurred (or the date of the last act of retaliation if a series of such acts is alleged to have occurred).

2.8.3 The role of the Human Resources Department with respect to protection against retaliation is as follows:

- to receive and acknowledge a retaliation claim;
- to keep a confidential record of all claims received; and
- to conduct a preliminary review of the claim to determine if there is a prima facie case that the reporting of the alleged misconduct or the participation in the authorized audit or investigation was a contributing factor in causing the alleged retaliation.

2.8.4 If the Human Resources Department finds that there is a prima facie case of retaliation or threat of retaliation, he/she will refer the matter to the Board with a recommendation that the claim be investigated in accordance with the applicable procedures.

2.8.5 The Human Resources department shall notify the whistleblower that the matter has been referred to the Board, and of the Board's decision thereon.

2.9 Interim Measures

Pending the completion of the investigation and without prejudice to its outcome, the Human Resources Department may on the basis of its own preliminary review recommend that the Board take appropriate interim measures to safeguard the protection of the claimant, including but not limited to temporary suspension of the implementation of the action reported as retaliatory and, with the consent of the claimant, his/ her temporary reassignment or, to the extent necessary, his/her placement on special leave with full pay.

2.10 Measures in respect of a finding of Retaliation

If retaliation is established, the Human Resources Department will, after consultation with the individual concerned who has suffered retaliation, recommend to Management appropriate measures aimed at correcting negative consequences suffered as a result of the retaliatory action. Such measures may include, but are not limited to, the withdrawal of the retaliatory decision, or other actions such as reinstatement or a transfer, if applicable, with the individual's consent to another COF-team away from the person who engaged in retaliation.

2.11 Action against a Climate Centre Team Members who engages in Retaliation

Any retaliatory actions by a Team Member against a whistleblower, because such person has reported alleged misconduct, is a violation of the Climate Centre's standards of conduct and will lead to appropriate administrative or disciplinary actions in accordance with the applicable procedures.

Child Safeguarding Policy

In cases of direct activities the Climate Centre adheres to the [IFRC Child Safeguarding policy](#).

Modern Slavery Statement

In cases of direct activities the Climate Centre adheres to the [British Red Cross Modern Slavery Statement](#).

Environmental Protection

The Climate Centre is committed to protecting the environment and the health and safety of people. To accomplish this, we have made local environmental and health and safety regulations our minimum standard for environmental protection. The Climate Centre requires Team Members to notify Management of situations that are potentially damaging to the environment. We will conserve natural resources and prevent pollution by reducing waste, reusing and recycling materials, and disposing of all hazardous and other waste in a legal, safe, and responsible manner.

Progressive Discipline Policy

Purpose

This Progressive Discipline Policy is designed to provide a structured corrective action process to improve and prevent a recurrence of Team Member behaviour that is not in accordance with this Policy Handbook.

The Climate Centre reserves the right to combine or skip steps depending on the facts of each situation and the nature of the misconduct. Some of the factors that will be considered are whether the misconduct is repeated despite coaching, counselling or training, the Team Member's work record, and the impact the misconduct have on the organization.

Procedure

Step 1 Counselling and verbal warning

Step 1 creates an opportunity for the immediate supervisor to bring attention to the existing conduct issue. The supervisor should discuss with the Team Member the nature of the problem or the violation of the Policy Handbook. The supervisor is expected to clearly describe expectations and steps the Team Member must take to improve or resolve the problem.

The supervisor will prepare written documentation of the verbal counselling. The Team Member will be asked to sign this document to demonstrate his or her understanding of the issues and the corrective action.

Step 2: Written warning

The Step 2 written warning involves more-formal documentation of the performance, conduct or attendance issues and consequences.

During Step 2, the immediate supervisor and manager or director will meet with the Team Member to review any additional incidents or information about the conduct issues as well as any prior relevant corrective action plans. Management will outline the consequences for the Team Member of his or her continued failure to meet conduct expectations.

The written warning may also include a statement indicating that the Team Member may be subject to additional discipline, up to and including termination, if immediate and sustained corrective action is not taken.

Step 3: Termination of contract

The last and most serious step in the progressive discipline process is a recommendation to terminate employment. Generally, the Climate Centre will try to exercise the progressive nature of this policy by first providing warnings or issuing a final written warning before proceeding to a recommendation to terminate the contract. However, the Climate Centre reserves the right to combine and skip steps depending on the circumstances of each situation and the nature of the misconduct. Furthermore, contracts may be terminated without prior notice or disciplinary action. Management's recommendation to terminate employment must be approved by HR and Director.

Behaviour that is illegal is not subject to progressive discipline and may result in immediate termination and may be reported to local law enforcement authorities.