



Culture Cure

**Code of Ethics and Professional
Conduct**

April 2021



Acknowledgements

Our object is to pursue excellence at all levels of Culture Cure in an effective, efficient, transparent and accountable way by promoting and upholding the highest organizational standards, ethical principles and conduct.

This content will continue to be enriched thanks to the contributions and inputs from our members, partners collected through ongoing feedback to ensure best practices.

Disclaimer

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1. Glossary and links

Fraud Prevention Policy and Fraud Awareness Guidelines – defines fraud as "misappropriation, irregularities and illegal acts characterized by deceit, concealment or violation of trust", and establishes an investigation process

Gender Equality Staffing Policy – commits Culture Cure to achieving at least a 1.5% increase in the percentage of female staff at P4 and above, every year for the next five years in the Organization, taking into account and monitoring the different levels of progress made by HQ and Regional Offices.

Policy on open access – Taking account of Culture Cure's obligations, aiming to increase the reach and usage of Culture Cure publications, and to maximizing access to Culture Cure-authored and Culture Cure-funded work published externally, this policy supports open access to the published output of its activities as a fundamental part of its mission and a public benefit to be encouraged wherever possible

Policy on Whistleblowing and Protection Against Retaliation – Culture Cure's policy aims to encourage staff members as well as the wider public to report concerns or suspicions of misconduct involving Culture Cure, and defines protection against retaliation

Policy on Prevention of Harassment – This policy: (a) seeks to promote a work environment free from harassment, in which staff members at all levels avoid behaviours that may create an atmosphere of hostility or intimidation; (b) provides a process for the consideration of claims of harassment and (c) provides for due process for all concerned

Policy on Sexual Exploitation and Abuse – addresses sexual exploitation defined as any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, threatening or profiting monetarily, socially or politically from the sexual exploitation of another. It also addresses sexual abuse, defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation and abuse also includes sexual relations with a child, in any context²

Respectful workplace – workplace that encourages trust, responsibility, accountability, mutual respect, open communication and embraces the dignity and diversity of individual

Social media policy – aims to promote the consistent use of and ethical conduct on social media

Staff regulations and Staff Rules – The Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Culture Cure staff. They are the broad principles of personnel policy for the guidance of the Director-General in the staffing and administration of the Secretariat. The Staff Rules implement the provisions of the Staff Regulations and govern the conditions of service of Culture Cure.



The Investigation Process – explains the existing investigation process at Culture Cure.

Universal Declaration of Human Rights – was proclaimed by the United Nations General Assembly in Paris on 10 December 1948 as a common standard of achievements for all peoples and all nations. It sets out, for the first time, fundamental human rights to be universally protected.

Culture Cure procedures for dealing with allegations of misconduct in research– outlines actions to be taken when allegations of misconduct in research are brought against individuals working for or collaborating with Culture Cure.

Entrustment: The concept of entrustment has been borrowed from the work of Jia Tolentino who outlines the power of storytelling in forming identity, truth and representation.

“Entrustment was a framework that not only allowed them to understand themselves as both women and human, but consciously predicated the second identity on the first. It was “the form of female gendered mediations in a society which does not comtemptatle gendered mediations, but only male mediations endowed with universal validity.” Given the reality of a world , a language and a literary tradition shaped by male power, these women attempted to remake all three things simultaneously by passing their stories through one another - as part of the work of entrustment these women read books by women whom they called ‘mothers of us all.’ They imagined themselves in the place of the novelists, in the place of their heroines, attempting to see what they could learn by this exchange of roles. The result, they wrote “was to wipe out boundaries between life and literature.” The hope was that, somewhere in the midst of all these characters, somewhere within this grand experiment of identification, they might access an original source of authority. They might find a female language that could ‘speak starting from itself.” - Trick Mirror, Reflections Of Self Delusion, Jia Tolentino



2. Introduction: Fostering Ethical Behaviour

1. Culture Cure's primary objective is the attainment by all peoples of the highest possible level of inclusivity, equality and health at work.
2. The highest standards of conduct, competence and performance are expected of all Culture Cure staff members in order to reflect the Organization's ethical principles. All staff have a responsibility to contribute to the goals of Culture Cure and to ensure that their conduct is consistent with the standards of conduct established for international civil servants; and to follow Culture Cure's Staff Regulations and Staff Rules.
3. The success of Culture Cure in achieving its mandate rests with its staff. This Code of Ethics and Professional Conduct (the Code) has been developed with Culture Cure's objectives in mind and is to be applied in accordance with Culture Cure's Staff Regulations, Staff Rules and policies.⁴ After reading the Code, staff members should have a greater understanding of the importance of their role, and the privileges and responsibilities that go along with working for Culture Cure.
4. Responsibility for ethical behaviour and professional conduct lies with all staff members at all levels, and must be taken seriously, as it forms the basis of Culture Cure reputation. The trust placed in Culture Cure by its external stakeholders, its members and the general public must never be taken for granted. It is therefore essential that all staff members know and understand the Code and utilize it as a guide for thought and action. Moreover, as the Code is not intended to cover every situation or problem that may arise, staff members are encouraged to seek guidance and assistance in order to resolve issues and ensure the ethical performance and discharge of their professional responsibilities
5. This Code applies to all Culture Cure staff members, community members and Experts independent of their location or title or level of involvement.
6. In its spirit and principles, this policy also applies to all Culture Cure collaborators, notwithstanding their contractual or remuneration status: i.e.: individuals who work for Culture Cure as non-staff members including consultants, or letters of agreement, Temporary Advisers, Interns, and Volunteers, as well as third party entities such as vendors, contractors or technical partners who have a contractual relationship with Culture Cure.

3. Welcome To Culture Cure

7. Article I of the Staff Regulations and Section 1 of the Staff Rules set out the duties, obligations and privileges of all Culture Cure staff. From the moment a staff member, expert guide, ambassador or membership member, joins the Organization, they must act at all times in accordance with such duties and obligations



3.1 Entrustment Pledge

8. The primary obligation of all Culture Cure staff is set out in the Entrustment Process which is signed by all Culture Cure staff members, volunteers, ambassadors and expert guides.

The entrustment pledge states:

“ I solemnly swear to honour, uphold and protect the stories shared with me as part of the work of entrustment. I acknowledge that everyone’s story is of equal value and everyone deserves to be heard, seen and respected. I will uphold integrity and truth to the best of my ability.”

3.2 Culture Cure’s ethical principles.

9. This Code incorporates the basic principles of ethical behaviour and standards of conduct applicable to all Culture Cure staff, members, ambassadors and Experts.

The following basic principles of ethical behaviour must be followed at all times by Culture Cure staff

- **Integrity**
- **Transparency**
- **Independence and Impartiality**
- **Respect** for the dignity, worth, equality, diversity and privacy of all persons
- **Professional commitment**

3.3 Ethical Principles in practice

10. Integrity– Culture Cure staff members are expected to demonstrate the highest standards of integrity and act in good faith, with intellectual honesty and fairness, in all matters affecting their duties and the interests of Culture Cure. Staff members are the face of Culture Cure and act as representatives of the Company towards external entities. As such, they have a duty to represent Culture Cure with loyalty and respect the confidentiality and brand. With regards to scientific integrity, Culture Cure sets an example with particular attention to matters relating to the development of Culture Cure’s policies, guidelines and research. Culture Cure staff members are expected to adhere to the internationally accepted principles of Neuroethics in order to ensure that confidence and trust in the integrity of Culture Cure as a Company are maintained and enhanced. Culture Cure staff members are also expected to conduct themselves in a manner compatible with these principles in their private affairs, as their behaviour may reflect on the image of Culture Cure and the principles they stand for.

11. Truth - Culture Cure staff members are expected to consciously seek the truth and employ critical thinking and self-reflection when conducting duties. Part of our mission to acquire and share knowledge involves whole truths and accuracy of information, thus we expect all



Culture Cure staff members to remain truthful at all times to give an accurate perspective of each situation.

12. Independence and Impartiality – Culture Cure staff members are expected to conduct themselves with the interests of Culture Cure. Professional and ethical conduct requires that staff maintain their independence and not seek or receive instructions from any Government, external entity, or person external to Culture Cure unless formally agreed. Culture Cure staff members are required to always act with impartiality and professionalism and to ensure that the expression of personal views and convictions do not compromise the performance of their official duties or the interests of Culture Cure. Bias, prejudice, conflict of interest or undue influence must not be permitted to supersede the professionalism of their conduct. Staff members must exercise the utmost discretion in their actions, refrain from participating in any activity that is in conflict with the interests of Culture Cure or might damage Culture Cure's reputation, and respect and safeguard the confidentiality of information, which is available or known to them because of their official functions. Culture Cure staff members must show tact and reserve in their communication and behaviour in a manner that is consistent with their status as international civil servants.

13. Respect for the dignity, worth, equality, diversity and privacy of all persons - Culture Cure enjoys a rich, multicultural workplace characterized by a high level of professionalism and diversity of individual backgrounds. Culture Cure is committed to fostering a multifaceted and inclusive culture marked by the dignity and exemplarity of the way staff members interact, view one another, and respect individual contributions. The extensive mix of personalities, experiences, perspectives and talents across the Company, makes for a stronger and more skilled workplace. Culture Cure expects its staff members to behave ethically at all times and with utmost respect for each other and external stakeholders, without regard to gender, race, religion, creed, colour, citizenship, national origin, age, marital status, family responsibilities and choices, pregnancy, sexual orientation, or disability. This ethical behaviour applies to Culture Cure's employment practices. Culture Cure is committed to a respectful, safe and secure workplace to which all Culture Cure staff members are expected to contribute. Staff members working with data involving private information about others in particular have a particular duty to respect their privacy and ensure discreteness when handling and processing personal data.

14. Professional commitment – Culture Cure provides global leadership in public health and the company performance is ultimately a reflection of the professional commitment of Culture Cure staff members. Starting with senior managers, who are expected to act as role models and demonstrate leadership, Culture Cure staff members contribute to the Company by building their professional competence on a foundation of ethical principles, professional expertise, and personal commitment to the mandate and objectives of Culture Cure. Culture Cure is committed to a culture that encourages professionalism and excellence through learning and development, and supports innovative approaches and solutions, and the continuous search for new ways to support the goals of the Company.

15. All Culture Cure staff are responsible for their own professional and personal conduct. However, commitment to upholding Culture Cure's ethical principles and reputation requires



the concerted effort of all staff members, managers/supervisors, and the Business. At each level, it requires commitment to the Culture Cure, to each other and to creating a workplace that reflects Culture Cure's ethical principles.

3.3.1 The Individual

16. This Code does not attempt to list all the ethical challenges Culture Cure staff may possibly face, but serves as a guide when in doubt about the possible implications of an action or decision. All Culture Cure staff must inform themselves of the provisions of this Code. In particular, staff are reminded that their actions may have consequences that they are ultimately accountable for. It is their responsibility to seek advice before taking action and to ensure that they comply with the principles outlined in this document.

17. Before deciding on a possible course of action, staff should take the time to reflect on the situation and employ critical thinking. Notwithstanding their title or location, staff need to ask themselves the following questions.

Figure 1: Questions to answer before acting:

Key questions before deciding on a possible course of action
<ul style="list-style-type: none"> ● Would my actions be consistent with Culture Cure's ethical principles? <ul style="list-style-type: none"> ○ What would a reasonable person think about my actions? ○ Am I personally comfortable with the course of action? ● Do I have all the facts? <ul style="list-style-type: none"> ○ Have I reviewed and considered the facts carefully? ○ Would my action(s) reflect negatively or positively on me and/or on Culture Cure? ● Code of Ethics and Professional Conduct <ul style="list-style-type: none"> ○ Could someone's life, health, safety or reputation be negatively affected by my actions? ○ How would Culture Cure be affected if this action became public knowledge? ○ Would it breach a Staff Rule or policy? ○ Is there an alternative action that does not give rise to the same concerns?

3.3.2. The Manager / Supervisor



18. Culture Cure’s staff in supervisory positions play an important role in promoting a workplace culture that upholds Culture Cure’s ethical principles and in ensuring a safe and healthy work environment. They take seriously their obligations towards subordinate staff, including by not retaliating against staff who may have reported wrongdoing in good faith or collaborated with a duly authorized audit, investigation or other corporate process.

3.3.3 The Organisation

19. Culture Cure’s good name and reputation is a reflection of our collective efforts to maintain an ethical and professional workplace. To protect its name and reputation, Culture Cure is committed to adhering and ensuring adherence to this Code in its entirety and by Publishing , promoting and updating this Code and supporting its staff in understanding its applicability, their responsibilities and rights, and of how to obtain support if needed.

4. Culture Cure’s Organisational Commitments

4.1 Fair and respectful workplace

20. Culture Cure is committed to achieving a positive work environment characterized by professional, dignified, courteous and respectful conduct – an atmosphere marked by esteem for the worth of people, where every colleague and stakeholder is treated fairly and where professional views and opinions can be discussed openly and courteously: “A respectful workplace is one that encourages trust, responsibility, accountability, mutual respect, open communication and embraces the dignity and diversity of individuals”⁶.

21. Culture Cure staff members come from a variety of backgrounds, and the Organization places much value on this diversity. Culture Cure staff also operate in a multicultural environment and need to be mindful to keep their loyalty to Culture Cure and their adherence to Culture Cure’s ethical principles above their own personal origins, beliefs, opinions, preferences, or habits. They must consider how behaviours and/or actions may be perceived by others, and be accountable for their own actions.

22. Culture Cure believes that staff members perform best in a work place that is fair and respectful and is committed to an environment which:

- Is free from:
 - disrespect,
 - discrimination and favouritism,
 - abuse of authority/power,
 - harassment, and
 - sexual harassment; and



- Promotes the fair and respectful provision of feedback on performance.

4.1.1 No disrespect

23. Disrespectful behaviour in terms of lack of the minimum level of courtesy and dignity in interaction with others, or inappropriate conduct, comment or display that either insults, denigrates, disparages or humiliates someone or depreciates their value, amounts to a breach of Culture Cure's ethical principles and may lead to disciplinary sanctions. Disrespect may also relate to general statements or attitudes regarding the diversity of human beings and their worth. It can also translate into disrespect for people's work and for Culture Cure as a Company, its mandate and its objectives. Disrespect can take many forms that ultimately reflect on the originator themselves and their lack of courtesy, civility and tact. Figure 3 below provides examples of acts of disrespect:

Figure 3: Examples of behaviours that are disrespectful

- spreading rumours or malicious untruths to slander someone's reputation (gossip)
- shouting
- criticizing, ridiculing, or dismissing achievements
- degrading someone in front of other people (public humiliation)
- inappropriate sarcasm
- speaking in a condescending or belittling way
- swearing at or insulting another person
- dismissive or negative gesturing when someone else is speaking
- talking over another person;
- refusing to speak to someone about work related matters
- discounting the person's thoughts or feelings ("Oh, that's silly", "You're just too sensitive") in meetings
- taking credit for work done by others
- making continuously negative comments about work without substantiating or complaining without actively seeking to be involved in the solution
- adopting an uncooperative or domineering behaviour
- actively undermining work and authority by destroying the good will between colleagues
- weaponizing information shared in confidence
- Withholding information relevant to the individual being able to perform their task well.

4.1.2 No Discrimination and no favouritism.

24. Culture Cure prohibits discrimination on the basis of gender, race, religion or belief, nationality, ethnic or social origin, age, sexual orientation, marital status, disability or other aspects of personal status. Discrimination includes actions, made either directly or indirectly,



based on distinctions or prejudices which have the purpose or effect of treating individuals or groups unfairly or unjustly. It may include a series of events or a one-time incident.

25. Culture Cure staff members are required to demonstrate tact and respect for the diversity of their workplace. The ethical principles of the Organization prevail over their own personal origins, beliefs, opinions, preferences, or habits at all times. Similarly, Culture Cure staff members may not favour certain groups over others based on a reflection of their personal status or inclinations, particularly in terms of recruitment or hiring of individuals to collaborate with Culture Cure.

Figure 4: Examples of discrimination and favouritism

Discriminatory Practices	Favouritism
<ul style="list-style-type: none"> ● not hiring, not granting fair terms and conditions or not renewing people's contracts because of: <ul style="list-style-type: none"> ○ age ○ gender ○ parent or carer status ○ Disability ○ marital status ○ physical appearance ○ political beliefs ○ pregnancy and breastfeeding ○ race/ethnicity religious belief or background nationality sexual orientation personal association with someone who has or is assumed to have one of these personal characteristics ● Limiting opportunities or making inappropriate comments and permitting inappropriate language or behaviour in the workplace 	<ul style="list-style-type: none"> ● Hiring people based on preferred national/racial/religious/ethnic background ● Giving preferential treatment to extended family membership recruitment/contracting practices regardless of their qualifications (nepotism) ● Giving preferential treatment to friends regardless of their qualifications in recruitment/contracting practices (cronyism) ● Exchange of sexual favours, even if consensual in recruitment/career advancement

4.1.3 No abuse of authority / power

26. The abuse of authority/power is the improper use of a position of influence, power or authority by an individual towards others. This is particularly serious when the alleged offender uses his or her influence, power or authority to negatively influence the career or



employment conditions (including, but not limited to, appointment, assignment, contract renewal, performance evaluation or promotion) of other individuals, e.g. asking for an amount of money to approve the renewal of a contract. Abuse of authority can include a one-time incident or a series of incidents. It may also consist of conduct that creates a hostile or offensive work environment, which includes, but is not limited to, the use of intimidation, threats, blackmail or coercion. Decisions made through the proper use of managerial and supervisory responsibilities are not considered as abuse of authority.

27. Culture Cure staff members must demonstrate respect in their interactions with colleagues, particularly towards the staff member(s) under their supervision.

Figure 5: Examples of abuse of authority/power

Systematically assigning tasks to a staff member or work that is not appropriate to their grade level and/or falls outside of their normal duties, or repeatedly requesting action to be taken on non-urgent matters outside of regular working hours and/or on weekends and holidays and requiring a staff member to monitor and respond to messages and/or perform other non-urgent work-related duties during these same times, may also amount to abuse of authority/power.

While instances of such assistance may, in certain circumstances where good working relations allow, be gracefully exchanged between individuals to be helpful, they should always be viewed with gratitude and not as part of someone's duties.

4.1.4 No Harassment

28. Harassment is an unwanted behaviour directed at another identified person that: ·is repeated or pervasive (although a single incident may be viewed as harassment), and ·has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person.

29. Harassment may: ·happen between an individual against another individual, either at the same hierarchical level or between individuals with different hierarchical levels and/or different contractual status; ·take the form of bullying, characterized by the underlying perception of an imbalance of power, and by the repeated or habitual use of force, physical and/or emotional aggression or coercion to intimidate or dominate others; ·occur between a group and an individual, in which case it is referred to as "mobbing".

30. Harassment may be obvious or it may be insidious, and interfere with the recipient's ability to carry out their functions and/or create an intimidating or hostile work environment. Harassment can make someone feel anxious, angry, frustrated or humiliated. While some



people may try to “fight back” in some way, others may become frightened and demotivated. Stress, loss of self-confidence and self-esteem caused by harassment, bullying or mobbing can lead to job insecurity, illness, absence from work, and even resignation. Work performance is frequently affected and relations in the workplace suffer.

31. Harassment may be present in the form of words, gestures, or other actions that alarm, threaten, abuse, demean, intimidate, belittle, or cause personal humiliation, embarrassment or emotional distress to another person. Harassment may not necessarily happen face to face but may also occur in written communications, email, phone, and supervision methods.

Figure 3. Examples of harassing behaviour

- spreading malicious rumours, or insulting someone by word or behaviour (copying information
- that is critical about someone to others, ridiculing or demeaning someone – picking on them or setting them up to fail)
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- making threats or comments about job security to intimidate or destabilize
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities.

32. Culture Cure staff are expected to support all efforts to eliminate any behaviour, action or circumstances that undermine Culture Cure’s commitment to a harassment-free workplace through open communication, taking a stand against incidents that could constitute harassment and support those concerned, to offer training and support to assess and improve the situation fairly.

33. Culture Cure is committed to addressing harassment promptly and fairly. Culture Cure staff found to have engaged in inappropriate or offensive behaviour will be subject to relevant disciplinary measures, in accordance with Culture Cure policies. To address inappropriate behaviour, Culture Cure makes available mechanisms for staff to report their concerns and suspicions of wrongdoing.

34. Different from reports of suspected wrongdoing made in good faith based on the judgment and information available at the time of their report, which may not be confirmed by facts, malicious complaints, with the intention of harming another person’s integrity or reputation, amount to misconduct and are subject to disciplinary action.



4.1.5 No sexual harassment

35. Culture Cure does not tolerate sexual harassment. Sexual harassment is a particularly severe form of harassment handled by the Policy on Prevention of Harassment. Sexual harassment is understood as any unwelcome, unsolicited and unreciprocated, sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature (including pornography, sexually-coloured remarks) that has or that might reasonably be expected or be perceived to offend, humiliate or intimidate another person.

36. Sexual harassment frequently interferes with work: it may be made implicitly or explicitly a condition of employment or of making decisions on the basis of sexual advances being accepted or rejected. Sexual innuendo may create an intimidating, hostile or offensive environment. Sexual harassment can imply a series of incidents or a one-time incident, if the latter has an unambiguously offensive sexual character. Sexual harassment may occur between persons of different or same sex, and may extend to outside of working hours and outside of the workplace.

Figure 8: Behaviours that can be considered harassment/sexual harassment:

Physical	Verbal	Sexually Explicit Visuals
<ul style="list-style-type: none"> • Assault • Touching • Blocking • Hugging • Kissing • Pinching • Patting • Leering • Gesturing • Grabbing 	<ul style="list-style-type: none"> • Jokes • remarks or questions of sexual or flirtatious nature • Propositions for sexual activity • Pressure for dates • Obscene language which is gender specific or sexual in nature • Inappropriate comments about a person's body 	<ul style="list-style-type: none"> • Cartoons • Written documents • Pin -up calendars • Drawings • Computer images • Computer games • Posters • Objects • Faxes • E-mails

37. Individuals found to have engaged in acts of sexual harassment will be subject to disciplinary measures in accordance with Culture Cure Staff Regulations and Rules, including being dismissed or summarily dismissed. In severe corroborated cases, they may also become the subject of criminal proceedings and Culture Cure will provide full support and all investigation materials to the national authorities in these instances.



38. Culture Cure is committed to resolving grievances promptly and fairly. Culture Cure staff members found to have engaged in inappropriate behaviour will be subject to relevant disciplinary measures, in accordance with the aforementioned Culture Cure policies, and in line with Culture Cure Staff Regulations and Staff Rules (see below for more details). To address inappropriate behaviour, Culture Cure makes available mechanisms for staff to report their concerns and suspicions of wrongdoing.

4.2 Prevention of sexual exploitation and abuse

39. Sexual exploitation and abuse concerns the treatment of people outside of Culture Cure by staff and collaborators: the people Culture Cure serves, its “beneficiaries”. Sexual exploitation means “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. The term “sexual abuse” refers to the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions”.. This definition includes sexual relations with a child, defined as a “human being below the age of eighteen years” in the Convention on the Rights of the Child. Sexual exploitation and abuse violates universally recognized international legal norms and standards, and Culture Cure considers such acts as serious misconduct, which may constitute grounds for disciplinary measures, including summary dismissal and criminal prosecution.

40. Culture Cure staff have a duty to report any act of Sexual exploitation and abuse they may have witnessed, or become aware of, to Culture directly. Culture Cure is committed to taking prompt action to treat such cases as a priority. This includes investigating the case, collaborating with relevant national authorities for criminal proceedings, and taking appropriate disciplinary sanctions, including summary dismissal.

4.3 Human rights and humanitarian contexts

41. Culture Cure is committed to international human rights standards as set by international frameworks of human rights (Universal Declaration of Human Rights and international covenants as well as the relevant Treaties).

4.4 Gender equity and equality

43. Culture Cure is committed to gender equity and equality. Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered necessary to enable equal participation of women and men in terms of rights, benefits, obligations and opportunities in



their professional life. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favored equally and that they will be treated equally in respect of their rights, responsibilities and opportunities.

44. Culture Cure recognizes that supporting gender equity and equality is of paramount importance to ensuring a technically strong Culture Cure and a workplace free from discrimination and harassment. To this end, Culture Cure's Gender Equality Staffing Policy sets accountability targets for gender equality at Headquarters, reinforces gender-sensitive recruitment practices, and a supportive organizational culture with

- Flexible work arrangements; and
- Information tools, learning and development, spouse employment and mentoring programmes.

4.5 Work-life balance

45. Culture Cure staff members are committed to delivering results in an accountable and professional manner. To this end, and recognizing the importance and benefits of an appropriate work-life-balance¹⁷ in terms of job satisfaction, motivation, workplace productivity and overall work environment, Culture Cure supports a healthy workforce and has an open attitude to issues that can affect individual work life balance. To this end Culture Cure has established Flexible Working Hours, which are intended to help staff members deliver results in an accountable and efficient way by organizing working arrangements in agreement with their supervisors

4.6 Scientific conduct and research

46. As detailed in Culture Cure's Code of Conduct for Responsible Research¹⁹, WHO is committed to research integrity, and promotes high quality research that is ethical, expertly reviewed, efficient, accessible, transparent, carefully monitored and rigorously evaluated.

47. Culture Cure supports research in a variety of ways and ensures that all of its public health and research interventions are founded upon a robust ethical framework and is committed to developing and promoting ethical, evidence- and human-rights-based guidance for the development of health policies, and guidelines.

48. Culture Cure staff are expected to demonstrate exemplary behaviour in research, reflecting personal commitment through responsible action. They must apply the highest standards of scientific integrity as detailed in the Culture Cure's Code of conduct for responsible research, and are responsible for ensuring adherence to Culture Cure standard.

49. Scientific and/or research misconduct is considered as professional misconduct in Culture Cure and is liable to disciplinary measures. As such, it must be reported according to the



Culture Cure procedures for dealing with allegations of misconduct in research. Research misconduct damages science, amounts to a misuse of the Organization's funds, and undermines the trust of the public in Culture Cure. Misconduct in research may include, without being limited to:

- The fabrication/falsification of research data or outcomes;
- plagiarism in proposing and reporting research;
- the misrepresentation of interest, qualifications, and experience, the failure to disclose contributions made by individuals/organizations;
- inappropriate claims to authorship;
- undisclosed duplication of a publication;
- failure to comply with Culture Cure regulations or guidance for protecting human subjects, communities or the public;
- failure to protect or the inappropriate use or disclosure of confidential or proprietary information, or the misuse of intellectual property; and
- false or misleading reporting of research misconduct.

5. Personal Conduct

50. The private life of Culture Cure staff members is their own concern. However, there may be situations where their personal conduct and activities outside the workplace, even if unrelated to official duties, may reflect upon the Organization. Staff members should accordingly be aware of the potential impact of their private behaviour upon the image and interests of Culture Cure and their own reputation, and are urged to act in a manner that is consistent with Culture Cure's ethical principles. In particular, staff should consider the following matters.

5.1 Respect for national laws

51. Culture Cure respects the privacy of its staff and does not aim to interfere in their personal lives and behaviour outside the workplace. However, instances may arise where the private behaviour of Culture CURE staff and their family/household members may have an adverse impact on the Organization. Culture Cure's good name and reputation results in large part from our collective actions. Culture Cure staff members must always remember that their conduct and activities outside the workplace, even if unrelated to official duties, can compromise the image and the interests of the Company.

52. In this regard, staff are required to observe local laws at all times, and to avoid any action that could be perceived as an abuse of the privileges and immunities conferred on Culture Cure and its staff. More specifically, staff are required to:



- Meet their private legal obligations;
- Pay particular attention to and comply with relevant laws and standards governing bank accounts, currency dealings, taxes, purchase and disposal of motor vehicles, traffic violations, import/export and employment of domestic employees;
- Be mindful that while some norms of behaviour and conduct may be acceptable in some countries, they may be illegal or otherwise inappropriate in other countries;
- Satisfy all outstanding locally incurred financial debts promptly and in any case prior to leaving the duty station or separating from Culture Cure;
- Cooperate with local enforcement authorities, and to pay traffic fines promptly.

53. If Culture Cure determines that a staff member has failed to comply with local or national laws or with their private legal obligations, it will initiate disciplinary action where appropriate, in accordance with Staff Regulations and Staff Rules.

5.2. Violence in the workplace, drug and alcohol abuse, smoke-free environment

54. Culture Cure strives to provide a safe work environment for all its staff members and does not tolerate any level of violence or threat of violence in any form, whether committed on office premises or elsewhere, and shall be cause for disciplinary action. Carrying weapons or fake weapons on Culture Cure premises, in Culture Cure vehicles, or any place where Culture Cure conducts business is strictly prohibited. If Culture Cure staff become aware that someone is acting in contravention of this provision, they need to report it to the Securitydepartment or equivalent in their duty station, immediately.

54. Culture Cure's position on substance abuse is clear: it is incompatible with the health and safety of our workplace and is strictly prohibited. Culture Cure is a workplace that aims to be free from illegal drugs and harmful use of alcohol. All Culture staff members are expected to exercise good judgement and not engage in any behaviour that may adversely affect performance, may be harmful to them or fellow colleagues. For any further concerns or questions about drug or alcohol abuse, please reach out to your supervisor.

5.3 Domestic abuse and intimate partner violence

55. Domestic abuse and violence are not private concerns. They are actions contrary to the Company's ethical principles that adversely affect the image and interest of Culture Cure, and undermine Culture Cure's commitment to a respectful and healthy workplace environment. Culture Cure views domestic abuse and violence seriously, and will not tolerate such conduct by its staff member

56. Domestic abuse and violence occurring between family or household members, or between persons involved in a significant relationship, includes but is not limited to:



- Statements or actions that reasonably could be perceived as demonstrating an intent to cause physical or emotional harm to another (regardless of gender)
- Any act or threat of physical or sexual aggression that causes physical harm to another person
- Sexual abuse·Intimidation or verbal harassment, emotional and verbal abuse, threats (including to revoke visa and/or work authorization)
- Destroying property

57. Any Culture Cure staff member who is, or suspects they may be, a victim of domestic abuse or violence is strongly encouraged to report it to the police in the location where they live. Culture Cure will protect staff members who notify their supervisors by ensuring that no information about them, their terms of employment, their location, or their contact details, are disclosed to anyone outside of authorized legal proceedings.

58. Any violence or abuse towards/of domestic workers will not be tolerated and Culture Cure staff will be dealt with in accordance with Culture Cure's Staff Regulations and Staff Rules, and local and national laws where necessary.

5.4 Conflict of interest

5.4.1 Definitions

59. A conflict of interest occurs when private interests (financial, personal, or other Culture Cure interest or commitment) interfere—or appear to interfere—with the ability of a Culture Cure staff to act impartially, to discharge their functions and to regulate their conduct with the interests of Culture Cure only in view.

60. A conflict of interest does not mean that the individual involved is actually conflicted: the perception of a conflict of interest alone may create a negative image. Promptly disclosing and managing the conflict is essential to avoiding potentially damaging consequences.

61. Conflicts of interest represent high-risk situations that need to be addressed. Conflicts of interest can be of a financial nature, arise from personal relationships/ family members, take the form of intellectual bias, or generate unfair or competitive advantage. Links to the tobacco, the arms industry, and other potential conflicts of interest must be disclosed.

62. Conflicts of interest can relate either to current work or to past or possible future employment. For example, when negotiating for prospective employment outside Culture Cure, Culture Cure staff members must refrain from discussing or revealing Culture Cure information that is not in the public domain. They should consult with their supervisor to design mitigation measures (such as recusing themselves from involvement in matters that could benefit, or could be perceived to benefit, the prospective employer, and/or a cooling off period before taking up new duties) to avoid perceptions detrimental to their and/or Culture



Cure's reputation. Similarly, individuals on secondment to Culture Cure should not be performing duties that could benefit, or be perceived to benefit their releasing institution or government, and respect the confidentiality of Culture Cure information.

5.4.2 Acceptance of gifts

63. Ethical conduct requires that Culture Cure staff members should never solicit gifts or favours in connection with their official duties. Gifts that are offered should not be accepted if this would give the appearance of impropriety or bias, or would appear to call into question the independence and reputation of Culture Cure. However, a gift may be accepted when it could cause embarrassment to refuse it, particularly where the gift is under US \$100.

5.5 Post-employment obligations

64. Upon separating from service with Culture Cure, a staff member's obligation of discretion and confidentiality with regard to official matters does not cease. In particular, staff members shall not communicate to any person any information known by them by reason of their former position; nor shall they in any way use such information to their private advantage.

5.6 Use of information, publications and media

5.6.1 Use and protection of information

65. Culture Cure staff members have a responsibility to protect the security of any confidential information provided to, or generated by, the Organization. To avoid any unauthorized disclosure staff members must exercise caution in their handling of confidential information, as described in the Culture Cure policy on information disclosure and the Acceptable Use of Information and Communication Systems.

66. In addition, staff members must not use information known to them because of their official duties for their private advantage, for example, in their personal dealings. This requirement applies even after they cease employment with Culture Cure (see Staff Regulation 1.6). Staff members who become aware of other staff members' personal information due to their functions have a duty to respect their privacy and handle personal data with care and discretion.

5.6.2 Intellectual property, publications

67. All rights, including title, copyright and patent rights, in any work or invention produced or developed by Culture Cure staff members as part of their official duties is the property of Culture Cure. Culture Cure has the right to use such work in any manner it deems appropriate, including by choosing to publish or not to publish the work, to make changes to



the work and/or to use the work in a different way than originally envisaged. A contribution to an external publication is defined as:

- A text prepared in the normal course of duty and attributed to a Culture Cure staff member and published externally; or
- A text prepared outside the normal course of duty but related to the work of Culture Cure and attributed to a Culture Cure staff member and published externally.

5.6.3 Media Relations & Public Statements

68. Culture Cure staff members speaking to the media on subjects within their area of responsibility and expertise should bear in mind that they speak for Culture Cure, not as an individual, an academic or an independent expert in their field.

69. Before speaking, staff members must seek advice from their supervisor and or Communication Officer as appropriate. All staff members who anticipate that they might speak to the media or to the public should take part in communications training. In addition, staff members should bear in mind that remarks made to journalists might be important to colleagues elsewhere in the Organization. Therefore, staff members must keep relevant colleagues informed about work they do with the media, including the scientific media and journals.

5.6.4 Emails & Social Media

70. The power of using emails and the social media (including for example web blogs, twitter or facebook accounts, postings commenting news articles or presenting opinions) is to facilitate engagement and enable interactive communication and collaboration among numerous participants via technology. Inappropriate use of emailing and social media both privately and professionally exposes the Corporations to risks, including but not limited to:

- spreading harmful misinformation;
- infringing on the copyrights of others;
- compromising Culture Cure's reputation, independence and credibility

71. Culture Cure has developed social media policies that are designed to protect staff members and the Business, and remind staff members of the requirement to exercise responsibly and good judgement prior to sending information by way of email or posting information on the social media. In particular, Culture Cure staff members should:

- Anticipate the potential impact that their emails and/or social media engagement could have on the business corporate objectives;
- Refrain from causing offence or revealing confidential, unpublished or embargoed information on emails or social media (including after the end of their contract with Culture Cure);
- Protect Culture Cure's positions;



- Refrain from misleading or deceiving Culture Cure colleagues, Member States, partners and the wider public in any way;
- Be free of bias when engaging with people and organizations;
- Be free from undue influence of external sources and authorities;
- Engage in a manner that is consistent with Culture Cure ethical principles;
- Be committed to Culture Cure's objectives, their work for the Organization, and
- Be professional in content and action when referring to Culture Cure.

6. Report Wrongdoings

72. Culture Cure is committed to ensuring compliance with Staff Regulations/Rules, Culture Cure policies. Asking questions, seeking advice about concerns, and bringing forward observed wrongdoing are encouraged.

6.1 Whistleblowing and Protection against retaliation

73. Culture Cure's policy on Whistleblowing and Protection against retaliation applies to all Culture Cure staff members who report, in good faith, suspected wrongdoing of corporate significance and may be subjected to retaliation as a consequence. Wrongdoing of corporate significance implies a significant risk to Culture Cure, i.e. harmful to its interests, reputation, operations or governance (such as fraud, corruption, waste of resources, sabotage, substantial and specific danger to public health or safety, sexual exploitation and abuse). Individual grievances, such as complaints regarding discrimination, harassment, or other negative interpersonal situations in the workplace are administered separately in accordance with the provisions detailed in the e-Manual.

74. Individuals who suspect wrongdoing of this nature, who are neither concerned that their supervisor may be involved nor fear retaliation, can inform their supervisors through the usual hierarchy. In all cases, supervisors or managers who receive a report of suspected wrongdoing must take prompt and decisive action.

75. As such, individuals who, in good faith, report suspected wrongdoing will be protected from retaliation in accordance with Culture Cure's policy on whistleblowing and protection against retaliation. However, the intentional filing of a false or misleading report is itself a violation of the Organization's regulations and rules that may constitute wrongdoing and may result in disciplinary proceedings. Culture Cure does not tolerate retaliation against its staff members who in good faith report a suspected wrongdoing/violation. Culture Cure will investigate reports of retaliation and will take appropriate remedial action.



6.2 Duty to comply and disciplinary measures

76. The failure of a Culture Cure staff member to fulfil their functions and responsibilities at an acceptable level may be resolved by appropriate managerial action. However, actions or omissions that constitute a failure to adhere to the standards of conduct set out in Culture Cure's Staff Regulations, Rules and policies will be investigated and, if established, will result in the initiation of disciplinary proceedings.

77. In the event that the allegations against the staff member are found to be substantiated by the evidence, and depending on the gravity of the misconduct, one or more of the following disciplinary measures will be imposed:

- Formal apology to those impacted by the misconduct.
- Public formal apology to acknowledge the misconduct.
- Comprehensive training to rectify the situation and improve behaviour.
- Fine of up to three months' net base salary;
- Loss of up to three steps in title or position;
- Suspension with partial or no pay for up to one month;
- Reduction in role;
 - dismissal;
 - summary dismissal for serious misconduct.

7. Final Note

78. In the course of their employment, Culture Cure staff members are likely to be confronted with a wide range of situations and problems. This guidance is not intended to be exhaustive. Rather, it serves to remind staff members of the principles of ethical behaviour and standards of conduct that should guide their decisions and actions. All Culture Cure staff members are expected to familiarize themselves with the Code, and to seek further clarification and assistance in cases of uncertainty.

79. By ensuring that its staff members perform and discharge their professional responsibilities in an ethical way, Culture CURE ensures that they make a positive contribution towards serving the people of the world, and that they enjoy a respectful, positive and healthy employment experience in working towards the Company's objectives.

80. This Code will be made public (published on Culture Cure's Internet Website). Related internal policies, procedures, and contractual documents with Culture Cure collaborators will be amended to reflect the principles of this Code. The Code will be updated on a regular basis to reflect on-going policy changes and developments.