THE WORLD BANK GROUP

Living Our Values

CODE OF CONDUCT
Our Mission
- To fight poverty with passion and professionalism for lasting results
- To help people help themselves and their environment by providing resources, sharing knowledge, building capacity, and forging partnerships in the public and private sectors
- To be an excellent institution able to attract, excite and nurture diverse and committed staff with exceptional skills who know how to listen and learn

Our Guiding Principles
- Client centered
- Working in partnership
- Accountable for quality results
- Dedicated to financial integrity and cost-effectiveness
- Inspired and innovative

Our Core Values
- Personal honesty, integrity, commitment
- Working together in teams — with openness and trust
- Empowering others and respecting differences
- Encouraging risk-taking and responsibility
- Enjoying our work and our families
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ACRONYM LIST
Ethics and integrity stand at the core of everything we do at the World Bank Group.

Stakeholders around the world—including our member countries and donors, the communities where we operate, our colleagues and vendors—look to us for leadership in good corporate governance and responsible business practices. They take cues from our behavior. They expect us to uphold a high standard of integrity in all aspects of our work.

It is our responsibility to meet these expectations—to maintain the public trust that each of us holds as World Bank Group staff. Our success in achieving our mission depends upon it.

That is why high standards of business conduct cannot just be the concern of one group within the Bank—it must be everyone’s business at the Bank. As the Bank Group moves forward, and we become a more flexible institution that is more responsive to client needs, all staff ought to understand and consistently uphold the Bank Group’s Core Values in our relationships with all stakeholders.

The World Bank Group has an even broader and deeper impact when we do not just prescribe good governance for others but reflect those high standards in our own work. Integrity begins at home, and this updated Code of Conduct, Living Our Values, is intended as a practical guide to assist staff in making the Bank Group’s Core Values a part of what we do every day. It is something that you can share with outside stakeholders to help them better understand the Bank Group’s expectations.

Over the years, new opportunities and risks have emerged for the World Bank Group, and we have responded and adapted to these challenges. The reason for this resilience lies with you—the World Bank Group staff. It is your dedication to the Bank Group’s mission, principles, and Core Values that allows us to lead with integrity. It is your commitment to translating these ideas into reality that makes us the foremost global development institution that we are.

So I want to thank you for supporting this important initiative. And thank you for your leadership. It matters a lot.

Robert B. Zoellick
President, World Bank Group
Letter from the Staff Association Chair

As the organization that promotes staff rights and welfare, the Staff Association attaches great importance to fostering a sense of common purpose and values among our diverse workforce. A robust Code of Conduct is essential to attaining this goal. It is also vital for building and supporting a cadre of employees who uphold the World Bank Group’s ideals of ethics and integrity in everything they do.

If we expect to set standards for conduct, then ethical behavior must start at home, and it is the responsibility of every staff member in every position. Living our values through a Code of Conduct which is clearly articulated, communicated and—most importantly—enforced, without regard to grade level or affiliation, is critical for building a supportive environment for ethical behavior. These Core Values support the professional standards that define our work, and ensure that staff are protected in carrying out their duties.

From the outset, the Staff Association has contributed to, and supports, the Office of Ethics and Business Conduct’s efforts to develop and promote the new Code, which is a much enhanced version of earlier efforts. We appreciate the recognition that this work must continually evolve, much as the institution must, and the SA looks forward to this evolution.

Rachel McColgan Arnold
Chair, World Bank Group Staff Association

Letter from the Chief Ethics Officer

As World Bank Group staff, we are ambassadors on behalf of the World Bank Group every day. The reputation of this institution is built on the experiences that our colleagues, clients and other stakeholders have with each one of us. This gives each staff member an important responsibility to contribute to a positive workplace culture that supports the World Bank Group’s Core Values.

What this means in practice can sometimes be unclear. Honest people, particularly in a culturally diverse and geographically dispersed organization, can have differing interpretations of what is acceptable behavior. Likewise, we may have differing views on what “crosses the line” into misconduct. When unclear, the important thing is to ask questions and seek guidance.

The Code of Conduct is one tool that you can use to seek clarity on ethical issues and concerns. This updated Code incorporates suggestions from staff who participated in focus groups in Washington and Country Offices. I would like to acknowledge and thank the many individuals and partners who took time from busy schedules to be a part of this extraordinary initiative.

As Chief Ethics Officer, I encourage you to use the Code as a guide to making the right choices. I hope you find it to be a practical and user-friendly resource. We welcome your feedback, as we intend to maintain it as a “living” document. Please reach out to my office or to the other resources referenced within the Code. We are here to help you.

Anne Marie Taylor
Chief Ethics Officer
Introduction
The World Bank Group is accountable to many different stakeholders—from member countries, global partners, and the world’s poor, to the clients, vendors, and fellow staff with whom World Bank Group staff members interact daily. The relationships that we maintain with each of these stakeholders, and the extent to which we demonstrate the Core Values in our interactions with them, collectively form the World Bank Group’s reputation. This reputation gives the institution credibility to move forward and work constructively on achieving its primary mission: to reduce global poverty.

The Code of Conduct provides general guidance and complements World Bank Group rules and policies. It is not intended to anticipate every question that we may face in the workplace. However, a number of detailed questions and applicable Staff Rule and policy references may be found both in the Code and in the Questions and Answers (Q&A) supplement at the back of the Code. Additional information may also be accessed on the Office of Ethics and Business Conduct (EBC) Web site (http://ethics). Where there is a discrepancy between the Staff Rules and the Code, the Staff Rules prevail.
Living Our Values applies to staff members of all five World Bank Group member institutions—the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Centre for Investment Disputes (ICSID), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA)—and any of their subsidiaries. The Code applies not only to current career staff but also to consultants and temporary staff as well as staff not actively on duty, such as staff on leave with or without pay, those on external service, former staff, and retirees. Refer to the Staff Rules for specific information on how the mutual obligations described here apply to various categories of staff and former staff. The World Bank Group’s Board of Executive Directors has a separate Code detailing the ethical obligations of Board members, which may be accessed on its Web site (http://board).

Living Our Values articulates the mutual obligations between the World Bank Group and its stakeholders that are embodied in Principles 2 and 3. It is designed to assist staff in applying these two important Principles and provides guidance for the types of situations that may not be explicitly addressed in a Rule or policy.

Principle 2 articulates the obligations of the World Bank Group to its staff, stating that member organizations ...shall at all times act with fairness and impartiality and shall follow a proper process in their relations with staff members. They shall not differentiate in an

THE CODE AS AN OVERARCHING STATEMENT OF CORE VALUES AND PRINCIPLES

When the IBRD was founded in 1948, its Articles of Agreement articulated the institution’s purpose. As ICSID, IDA, IFC, and MIGA joined the World Bank Group family, their respective

Articles of Agreement and Conventions stated the principles upon which these institutions were established. While each institution has had a guiding statement since inception, their staff initially did not. The World Bank Group Board recognized that it has a special responsibility to define the roles, obligations, and rights of its staff members. To address this need, it developed and approved the Principles of Staff Employment in 1983. Staff Rules and policies, which are approved by Management in consultation with the Staff Association, provide more detailed guidance on the implementation of the Principles.
THE IMPORTANT ROLE OF MANAGERS AND SUPERVISORS

We are each responsible for our own conduct. Those in supervisory positions play an additional role in promoting a workplace culture that upholds the World Bank Group’s Core Values. Managers and supervisors help set the tone by:

- Serving as models of integrity
- Encouraging an ongoing dialogue on business conduct issues and providing guidance to staff
- Ensuring that internal systems, policies, and procedures are applied consistently and fairly
- Supporting staff members who raise a business conduct concern and fulfilling the World Bank Group’s commitment against retaliation
- Making decisions based on fair assessments of work and on factual observations, regardless of internal or external pressures

unjustifiable manner between individuals or groups within the staff and shall encourage diversity in staffing consistent with the nature and objectives of the Organizations. They shall respect the essential rights of staff members that have been and may be identified by the World Bank Administrative Tribunal [and they] shall establish and maintain appropriate safeguards to respect the personal privacy of staff members and protect the confidentiality of personal information about them....

Principle 3 articulates the obligations of staff members to the World Bank Group, stating that the sensitive nature of the work requires of staff...
Our Relationships with Colleagues and Clients:
SUPPORTING A POSITIVE WORK ENVIRONMENT
“What you do not want done to yourself, do not do unto others.”
Confucius — Chinese philosopher

OUR RELATIONSHIPS WITH ALL STAKEHOLDERS SHOULD BE GUIDED BY THE WORLD BANK GROUP’S CORE VALUES.

FAIR AND RESPECTFUL TREATMENT
We must work to achieve a positive work environment, characterized by professional, dignified, and respectful conduct—an atmosphere where every colleague and client is treated fairly. We must be particularly diligent in our multicultural environment to consider how our words or actions may be perceived. At the same time, we must be accountable for our own actions and take appropriate steps to rectify our own lapses. Respectful workplace concerns brought forward by staff and clients will be taken seriously and dealt with promptly.

HARASSMENT
Harassment is any unwelcome verbal or physical behavior that interferes with work or creates an intimidating, hostile, or offensive work environment.

Examples include:
- Public or private tirades or bullying by a supervisor, subordinate, or peer
- Severe or repeated insults related to personal or professional competence
- Threatening or insulting oral or written comments
- Deliberate desecration of religious, racial, ethnic, or national symbols
- Malicious and knowingly false complaints against others

Harassment can consist of a single incident or repeated incidents. A single incident can be considered harassment if it is so severe that it has a negative impact on the individual or the work environment. Mildly offensive comments and behavior can rise to the level of harassment if they are repeated. Often harassment starts out subtly and escalates if the unwelcome behavior is not stopped. Harassment of any kind is unacceptable and may constitute misconduct.
We have a responsibility to communicate clearly to our colleagues about conduct we find offensive and to ask that it stop. Likewise, we must be attentive to our own behavior with colleagues, clients, government officials, and other partners. By taking an active role, we help to limit the damage harassment causes to workplace productivity, the World Bank Group reputation, and individual self-esteem.

SEXUAL HARASSMENT

Sexual harassment is any unwelcome sexual advance, request for sexual favor, or other verbal, nonverbal, or physical conduct of a sexual nature that interferes with work, is made a condition of employment, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment generally falls into two main categories:
- **Quid pro quo**—when submission to sexual advances or requests for sexual favors is made a condition of employment or used as the basis for employment decisions
- **Hostile work environment**—when sexual conduct or other actions interfere with a staff member’s work or create an intimidating or offensive work environment.

Sexual harassment can occur between persons of the opposite sex or of the same sex, and can be initiated by either gender. Sexually harassing behavior may be obvious, or it may be subtle. Although often there is a pattern of behavior, it can also take the form of a single incident.

The World Bank Group does not expect staff to tolerate sexual harassment from managers, colleagues, or any other World Bank Group stakeholders. Likewise, sexual harassment by staff members toward World Bank Group stakeholders—including clients, partners, vendors, contractors, and conference participants—will not be tolerated.

The World Bank Group takes allegations of sexual harassment seriously. Staff members throughout the Organization have faced disciplinary measures for sexual harassment up to and including demotion, loss of salary increase, and termination. Anyone experiencing and reporting such unwelcome behavior should know that the matter will be handled with the utmost sensitivity.

PREVENTING HARASSMENT

- Communicate clearly to others about behavior that you find offensive and want stopped.
- Provide feedback on conduct in an objective, constructive manner.
- Admit and apologize for any inappropriate behavior of your own.
- Do not tolerate it for any reason, regardless of your position, level, standing, cultural background, or political relationships.

THE ROLE OF MANAGERS AND SUPERVISORS:
- Communicate clearly in words and actions that harassment is unacceptable and will not be tolerated.
- Ensure that individuals who bring concerns forward do not suffer retaliation, that they are not shunned, disparaged, or otherwise marginalized.
- Never excuse or minimize harassing behavior.
- Support any staff members who express concerns about harassment, including by outside parties.

A WORD OF ADVICE

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If a staff member reports an allegation of sexual harassment to a manager, the manager is required to promptly report the matter to EBC, which is responsible for ensuring that all sexual harassment concerns are properly addressed.

See also p. 21, Duty to Report.

**APPROPRIATE USE OF POWER**

Stakeholder governments grant the World Bank Group privileges and immunities to enable us to further the institution’s mission of fighting poverty. It is important that we use this power wisely when performing our work. One way to demonstrate appropriate use of the World Bank Group’s authority is in designing development solutions that suit their own circumstances.

Abuse of power is the misuse of authority in the course of performing work.

Abuse of power can occur both with external stakeholders and internally among staff, and the effects can be damaging to morale and to working relationships. Abuse of power can also be a factor in sexual harassment (see p. 10).

Abuse of power can take various forms. Examples include:
- Bullying or harassing behavior
- Requesting staff to do personal favors or errands
- Pressuring a staff member to distort facts or break Rules
- Interfering with the ability of a colleague to work effectively (for example, by impeding access to information or resources)
- Using World Bank Group letterhead to draw attention to a personal request
- Dismissing community concerns on a project without due consideration

**DISCRIMINATION**

Discrimination is the unjustifiable differentiation between individuals or groups within staff. Discrimination can be based on characteristics such as race, color, gender, language,
physical ability, religion, political or other opinion, national or social origin, or sexual orientation.

Examples of discrimination include:
- Using epithets, slurs, cultural or ethnic jokes, negative stereotyping
- Denying equal access to employment or career development opportunities
- Creating or allowing a hostile or offensive work environment (see Harassment, p. 9).

Each individual has a role to play in preventing discrimination in the workplace.

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**WORK–LIFE BALANCE**

Among the organization’s Core Values is enjoying our work and our families. The dedication and strong commitment of staff to the World Bank Group’s mission often leads to demanding schedules, long work hours, and extensive travel. This can create tension in balancing personal and family commitments. It is important, however, to respect and support the often different personal and professional demands of colleagues, and the family needs of our fellow staff members.

Examples of steps staff members can take to support work-life balance include:
- Scheduling audio and videoconferences with colleagues who are in distant time zones at mutually convenient times when possible
- Planning ahead before leaving on mission to minimize demands on Country Office staff
- Remembering when on mission that local staff members have other demands on their time and need to maintain balance between their work and personal lives.
- Maintain a reasonable work schedule and do not make requests for personal assistance—including from administrative staff and drivers.
(see also Appropriate Use of Power, p. 11)

To help staff manage the challenge of balancing work-life commitments, the World Bank Group has created a number of programs, resources, and policies. For example, the Health Services Department (HSD) Personal and Work Stress Counseling Unit is available to assist both Washington and Country Office staff in dealing with work-life issues.

Human Resources (HR) has a Global Mobility program. The Family Network also actively supports the needs of Bank Group staff and their families.

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Ends
Our Relationship with the World Bank Group:

TRUST AND TRANSPARENCY
CONFLICTS OF INTEREST
Staff are entrusted with placing the interests of the entire World Bank Group ahead of personal, intra-organizational, and inter-organizational interests. This commitment to the World Bank Group, embodied in Principle 3, enables the institution to achieve its mission.

PRINCIPLE 3

A conflict of interest may arise when a staff member has competing professional and/or personal interests that can make it difficult to fulfill his or her duties impartially. Likewise, intra- or inter-organizational conflicts of interest can arise between World Bank Group entities or units. In such cases, the World Bank Group’s own organizational business units may have different or even competing interests.

Conflicts of interest can adversely impact the World Bank Group’s activities and reflect poorly on the institution. Furthermore, even potential or perceived conflicts can undermine stakeholder relationships and damage the World Bank Group’s reputation. That is why we must always be alert and consider how actions both inside and outside the World Bank Group may be viewed by a third party. Having a conflict of interest does not necessarily mean a staff member has done something wrong. However, promptly disclosing and dealing with the conflict is critical to avoiding potentially serious consequences.

PERSONAL CONFLICTS OF INTEREST
We must perform our official duties in a manner that preserves and enhances public trust and confidence in our integrity and that of the World Bank Group. As soon as we become aware of a situation where our personal interests may conflict—or may be perceived by others to conflict—with those of the World Bank Group, we may need to take further action to appropriately resolve the conflict. The actions needed may include restricting our access to information, recusing ourselves, or avoiding the situation.

EVALUATING PERSONAL CONFLICTS OF INTEREST

Does a gift, proposed activity, or relationship:
- Affect World Bank Group activities or stakeholders?
- Affect World Bank Group relations with member countries, with the public, or with other stakeholder groups?
- Create an impression of World Bank Group or staff bias or partiality?
- Overlap with my World Bank Group role or responsibilities?
- Involve World Bank Group time or resources?
- Utilize or result in the disclosure of World Bank Group non-public information?
- Involve others who do—or intend to do—business with the World Bank Group?
- Violate local law, including visa regulations?
- Involve remuneration?
- Involve a for-profit concern?
- Adversely reflect on the World Bank Group’s reputation or compromise its operations in any way?

If the answer to any of these questions is “yes,” refrain from the activity or from accepting the gift/benefit. If the situation is unclear, seek guidance from a senior manager or EBC.

Wisdom and virtue are like the two wheels of a cart.
—Japanese proverb
Common personal conflicts of interest that arise include gifts, outside activities, and relationships. To protect all stakeholders, it is important to be proactive whenever real or potential conflicts of interest present themselves. The “Evaluating Personal Conflicts of Interest” box on page 15 contains some questions we can ask ourselves when assessing a situation that may present a conflict of interest.

GIFTS, FAVORS, AND BENEFITS
Gift giving is a widely accepted way of showing appreciation to the individuals with whom we form working relationships. However, because giving or accepting a gift may create the expectation of a favor in return, staff must as a general rule avoid giving or accepting any gifts, favors, benefits, or gratuities in connection with their official duties. The World Bank Group has an established protocol for handling situations where it may be difficult to refuse a gift, favor, or benefit. For example, our government counterparts may show us reasonable hospitality. This is acceptable, and we should reciprocate in a like manner.

If there is any doubt about the appropriateness of accepting a gift, favor, or benefit, staff should consult their manager or EBC. Refer to SR 3.01 and the Q&A supplement at the back of the Code for details.

MEDALS, DECORATIONS, AND HONORS
Given the dedication and high qualifications of World Bank Group staff, staff members are sometimes recognized by outside parties. To protect the reputation of the World Bank Group and ensure that staff are seen as impartial and motivated purely by professional responsibility, staff may not accept awards or honors for their World Bank Group service.

It is good practice to be proactive and communicate the World Bank Group’s position in advance to external stakeholders who may be unaware of the institution’s policy. If unexpectedly recognized in a public forum, where immediate refusal would be embarrassing or insulting, a staff member may accept on behalf of the institution. As soon as practicable the award should be returned to the giver, accompanied by a polite explanation.

RELATIVES
The World Bank Group is committed to maintaining stakeholder relationships based on fairness, impartiality, and a transparent competitive process.

Because the perception of favoritism or improper influence exists when relatives are employed within the World Bank Group, whether as staff or through vendors, restrictions apply. To avoid conflicts of interest, close relatives may not work for the World Bank Group at all, either as individuals or through firms; other relatives (including spouses) can work for the World Bank Group subject to certain conditions. Examples and additional explanation may be found in the Q&A supplement.

We also cannot use our position as World Bank Group staff to directly or indirectly promote the interests of relatives. Examples of what is prohibited include:

- Suggesting that staff visiting on mission eat at a restaurant owned by a spouse or other relative
- Advising a relative to bid for a contract with, or supported by, the World Bank Group
- Introducing World Bank Group colleagues to your spouse,
with an aim to increasing clients for his or her business

- Encouraging a client government to hire a relative of a team member

**SUPERVISORY RELATIONSHIPS**

Supervisors and managers have a special responsibility to treat all their staff fairly and objectively, without showing any favoritism. Because a sexual relationship between a subordinate and a direct or indirect supervisor undermines the supervisor’s objectivity, it creates a conflict of interest. It also can create morale issues among colleagues. For these reasons, it is the responsibility of the more senior person to promptly resolve the conflict of interest by bringing it to the attention of the next-in-line senior manager, HR professional, or EBC and by taking appropriate action. Failure to do so may result in disciplinary action.

**FINANCIAL INTERESTS**

Personal honesty and integrity are important World Bank Group Core Values, and it is imperative that our personal financial circumstances be beyond reproach. All staff must therefore resolve any conflicts of interest that arise from their personal financial interests or business relationships. Such conflicts must be promptly disclosed to both EBC and the next-in-line senior manager. In consultation, a resolution will be worked out that could be as simple as sending an e-mail to document the nature of the possible conflict, or could require particular actions such as divesting certain stock.

**POLITICAL ACTIVITIES**

Staff may have legitimate personal interests in the civic and political affairs of the countries where we are citizens. However, when we consider participating in such activities, we must balance our personal activities with the World Bank Group’s status as an independent and non-partisan international institution, and avoid situations that could cause the public to believe the World Bank Group is politically influenced. If a staff member’s personal political activities create the perception that the World Bank Group is partisan or trying to influence a country’s national politics, the World Bank Group’s reputation could be seriously harmed and relationships with key stakeholders could be undermined.

As a general rule, staff may vote, belong to political parties, and participate in community affairs. However, such activities may not be undertaken on World Bank Group premises or utilize World Bank Group time or resources. Detailed questions and answers relating to political activities can be found on the EBC Web site (http://ethics).

**GOVERNMENT, PRIVATE SECTOR, AND CIVIL SOCIETY RELATIONSHIPS**

It is critical that we maintain constructive relationships and work to build trust and confidence with government, private sector, and civil society representatives,
as they are key stakeholder groups. At the same time, we must remain independent from them in the conduct of our duties, and always place the interests of the World Bank Group first. We may not seek or accept instructions concerning the performance of our duties from any external authority. Staff members needing guidance on how to handle a specific situation should consult their manager or EBC.

### OUTSIDE ACTIVITIES

Each World Bank Group staff member brings unique knowledge and experience to the institution, often built on and cultivated through outside activities. The World Bank Group recognizes and supports the important roles that staff members may have outside the World Bank Group. It is important, however, to carefully evaluate private activities to ensure that our official duties and personal activities do not pose a conflict of interest. The “Word of Advice” box on p. 15 provides questions staff can use in evaluating whether a proposed activity, gift, or benefit is permissible.

For information on outside activities involving family members, see Relatives, p. 16.

### BEFORE AND AFTER WORLD BANK GROUP EMPLOYMENT

The World Bank Group strives to treat all stakeholders fairly and impartially, and staff must keep this in mind both when joining and when leaving World Bank Group employment. Staff must exercise due care in relationships with former and future employers to avoid creating perceptions among stakeholders that the World Bank Group is partial to former staff members.

A broader effort to manage these concerns is embodied in the various “cooling off” periods for former, current, and future staff. The cooling-off period means that, for a designated time, a person may not work for certain entities or on certain activities without prior authorization. The cooling-off period is intended to ensure there is a distance between a staff member’s World Bank Group work and prior or subsequent employment with World Bank Group stakeholders. Depending on the circumstances, both procurement and recruitment guidelines may apply.

See the Q&A section for more detailed information on cooling-off periods.

### NON-PUBLIC INFORMATION

Many stakeholders entrust the World Bank Group and its staff with non-public / proprietary information, expecting it to be used solely for work-related purposes. To ensure information is properly safeguarded, staff should consult applicable guidelines (see below) as well as their senior manager, prior to disclosing any non-public information to outside parties. Failure to do so can have serious consequences for the World Bank Group and result in disciplinary action.

Examples of possible misuse of non-public information include:
- Sharing World Bank Group confidential documents with the media
- Making personal investment decisions based on non-public World Bank Group information
- Sharing proprietary vendor information with other vendors or third parties unless there is a business “need to know”
- Securing the promise of a future job based on what was learned through working at the World Bank Group.

See also Information Security (p. 28) about the importance of safeguarding the integrity of World Bank Group information.

### BUSINESS CONFLICTS OF INTEREST

The World Bank Group performs multiple roles, creating situations in which its own business units may have competing or overlapping interests. A corporate viewpoint may be necessary to promote the institution’s overall best interest. EBC can help staff resolve such concerns. Beyond EBC, additional resources are available including through the EBC Web site (http://ethics).

Examples and additional explanations of how these situations can arise may be found in the Q&A supplement.
UPHOLDING FIDUCIARY RESPONSIBILITIES

World Bank Group staff are entrusted with considerable fiduciary responsibilities. Consistent with the World Bank Guiding Principle affirming the institution’s dedication to financial integrity and cost effectiveness, all of our actions and decisions must be guided by these values.

PRINCIPLE 3

ACCURACY OF BOOKS AND RECORDS

All accounting books, time recordings, and other records of the World Bank Group must truthfully and accurately convey the information they claim to represent. We are responsible for accurate data entry, storage, and retrieval in accordance with World Bank Group business processes. Examples include the timely and accurate submission of:
- Time and leave records
- Travel requests
- Expense statements
- Documentation relating to interactions with client governments

PROCUREMENT

The World Bank Group upholds a competitive, fair, and transparent procurement process both in its own procurement and in World Bank Group–supported projects. Consistent with World Bank Group Guiding Principles, decisions should be guided by financial integrity and cost effectiveness. The procurement policies and controls that have been put in place protect our institution and safeguard against fraudulent and corrupt practices.

Information on the procurement of goods and services may be found on the Web sites of the General Services Department (GSD), Procurement Policy and Services (OPCPR), Human Resources (HR), and Resource Management (RM); links to each of these are also accessible through the EBC Web site (http://ethics).

USE OF WORLD BANK GROUP ASSETS

Staff are entrusted with a special responsibility to protect World Bank assets—to use them with appropriate care and only for World Bank Group business. Misuse of these assets can lead to disciplinary measures.

Examples of misuse of World Bank Group assets include:
- Using World Bank Group staff, services, supplies, equipment or facilities for private gain or for personal purposes, or allowing others to do so
- Using the Laissez-Passer for personal travel
- Excessive personal use of World Bank Group phone and e-mail systems
- Using the diplomatic pouch to
Examples of works that may be subject to copyright protection include logos, print and online publications, television and radio programs, videotapes, music performances, photographs, training materials, manuals, documentation, presentations, artwork, software programs, databases, and web pages.

send prohibited items, such as weapons, sexually explicit materials, or illegal goods

- Using World Bank Group information systems to send, view, or download pornographic, offensive, or illegal material
- Conducting private business using World Bank Group time or resources

**INTELLECTUAL PROPERTY**

Most World Bank Group staff are both users and producers of intellectual property. Each time we access our computers, we use software, graphics, and text that is protected by an intellectual property right—either a patent, trademark, or copyright. Each time we write new text or create new graphics or databases, we produce new works that may be protected by an intellectual property right. When we produce new works as part of our work in the World Bank Group, the intellectual property right belongs to the institution.

World Bank Group staff are expected to be responsible users of works subject to intellectual property rights protection by citing their sources, recognizing and giving credit for contributions of others, and obtaining permission, especially when we intend to share the work.
EXAMPLES OF FRAUD

travel-related fraud
benefits and allowance fraud
kickbacks
bribery
bid collusion
theft and embezzlement
price manipulation
forgery
bid manipulation
acceptance of gratuities
falsified bids
cost or labor overcharges

with the public, our clients, and partners. Inappropriate use of works subject to intellectual property rights protection may result in disciplinary action. To avoid inappropriate use such as plagiarism or infringement, staff are encouraged to seek guidance from the Copyright Compliance Officer.

FIGHTING FRAUD AND CORRUPTION

The World Bank Group is committed to integrity in all stakeholder relationships, and fighting fraud and corruption is fundamental to the mission of the institution. This applies in our relationships with external as well as with internal stakeholders. We must serve as a model for the behavior that we expect in our relationships with other parties.

The World Bank Group’s Integrity Vice Presidency (INT) is responsible for investigating allegations of fraud and corruption involving World Bank Group—financed or—supported operations as well as many kinds of internal fraud and corruption. EBC is responsible for investigating other allegations of wrongdoing. For information on the issues handled by INT and EBC, respectively, see Raising Concerns, p. 35.

Other specialized departments, such as Corporate Procurement, the Information Security Group, and Resource Management may be responsible for addressing issues in their respective areas, in consultation with INT and EBC.

Fraudulent or corrupt practices by staff—if substantiated as abuse of position for personal gain of oneself or another—mandates termination. In certain situations, it may also result in referral to appropriate legal authorities.

DUTY TO REPORT

Staff are encouraged to raise concerns about suspected misconduct to a direct manager, EBC, or INT, depending on the issue, and must cooperate with an investigation. In addition, all staff have a duty to report to INT concerns relating to significant fraud and corruption. Managers must promptly report allegations or suspicions of misconduct to the appropriate World Bank Group office and also must cooperate with an investigation (see also p. 35).

Staff members should not investigate alleged misconduct such as fraud,
Misconduct includes fraud, corruption, sexual harassment, unauthorized disclosure of information, and failure to observe information security policies; other areas of misconduct are also identified in the Staff Rules.

KICKBACKS, BRIBERY, AND FACILITATION PAYMENTS
The World Bank Group is committed to a high standard of integrity in all stakeholder relationships. To ensure all groups are treated fairly, we shall not give or accept any payments, services, hospitality, or favors of any kind that would improperly influence—or might be perceived by others to improperly influence—officials, business partners, or other individuals. Likewise, we may not make a facilitation payment to a government official or other stakeholder to expedite a routine administrative action.

MAINTAINING INTEGRITY IN FINANCIAL TRANSACTIONS

- Ensure all payments and transfers are properly documented.
- Check for compliance with applicable World Bank Group rules, policies, and procedures.
- Seek guidance if you have any concerns about the legality, destination, or rationale for payments or other transfer of property or information.
- Consult your manager, INT, or EBC if you believe someone is soliciting a bribe from you.

MONEY LAUNDERING
The World Bank Group is committed to good corporate governance, and has procedures in place to safeguard the institution’s funds are used solely for their intended purposes and are not diverted for such uses as financing terrorism or laundering money.

The World Bank Group’s controls and screening mechanisms over its internal operations contribute to a World Bank Group initiative known as the Anti-Money Laundering and Combating Financing of Terrorists Program (AML/CFT). It is important for all staff to respect the established processes and demonstrate diligence with regard to these issues.

Our Relationship with the World Bank Group:

ENSURING MUTUAL SECURITY
PERSONAL SECURITY
AND SAFETY
All World Bank Group offices are responsible for taking operational and physical security measures to protect staff, facilities, and programs. Likewise, individuals have a personal obligation to be conscientious and to reduce risks. Helpful tips and advice are available to staff through Corporate Security.

DOMESTIC ABUSE
The World Bank Group views domestic abuse as a serious form of wrongdoing. The World Bank Group may take appropriate actions to address allegations of domestic abuse of World Bank Group staff or family members brought to its attention. Such actions may include referring alleged victims or abusers to internal or outside resources for help, putting in place security measures to ensure that an alleged victim is not threatened in the workplace, and ensuring alleged abusers do not hide behind World Bank Group privileges and confidentiality agreements.

The World Bank Group shall “make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties.” It shall also “establish and maintain appropriate safeguards to respect the personal privacy of staff members and protect the confidentiality of personal information about them.”
Bank Group privileges and immunities. Additionally, staff convicted of domestic abuse in local courts may be subject to disciplinary action.

When illegal behavior is involved, the matter falls primarily under the responsibility of the police and local authorities. Staff must be aware that the privileges and immunities of the institution exist only to facilitate the official business of the World Bank Group, and shall not be used to avoid their personal obligations and responsibilities including in a domestic abuse situation.

Unfortunately, many domestic abuse victims are afraid to seek help because of the dynamics of abuse, such as embarrassment, fear of retribution, and financial considerations. At the World Bank Group, this phenomenon may be amplified if families are unfamiliar or uncomfortable with judiciary, law enforcement, or social services in their country of residence. For this reason, the World Bank Group provides confidential support to staff members and their dependents in dealing with domestic abuse.

Spouses or partners may also contact these resources directly. Additional information on the World Bank Group’s domestic abuse network, including the Domestic Abuse Prevention Coordinator, the Hub, and the HSD Personal and Work Stress Counseling Unit, is found on p. 40. HSD’s Personal and Work Stress Counseling Unit provides services to staff in all duty stations including headquarters. It can also assist managers and staff.
in dealing with any performance concerns sometimes related to domestic abuse situations.

CONFIDENTIALITY AND PRIVACY
The World Bank Group and staff have mutual obligations and responsibilities to protect the private, personal and confidential information entrusted to our care.

PROTECTING CONFIDENTIALITY
The World Bank Group has protocols to ensure information is kept secure and protected from inappropriate access, unauthorized use, or disclosure. To ensure the integrity of World Bank Group information and uphold our commitment to protecting confidential information, there are restrictions on providing information to and speaking with the media. If contact with the media is not part of a staff member’s assigned duties, unauthorized media contact may be grounds for disciplinary action.

PROTECTING PRIVACY
Privacy is important to our stakeholders. However, individuals may define privacy in different ways. As an institution, the World Bank Group is seeking to continually improve its privacy practices.

At times, there may be tension between personal privacy concerns and the institutional need, for instance, for accountability and transparency. In balancing the needs for transparency and privacy, the World Bank Group is committed to protecting staff privacy to the maximum extent possible.

Examples of private and confidential information include:
- Documents containing sensitive country data
- Terms of reference and proposals from contractors and vendors
- Records related to World Bank Group–related investigations
- Medical records of staff members
- Personnel and benefits files of staff members

A WORD OF ADVICE

PROTECTING PRIVACY AND CONFIDENTIALITY
- Protect the confidential and proprietary information we use in our work.
- Demonstrate good judgment with e-mail and other media.
- Respect the privacy of coworkers by avoiding gossip.
- Respect the personal property of coworkers.
- Treat documents of World Bank Group and others carefully to protect their confidentiality, within and outside the office.
INFORMATION SECURITY
The World Bank Group is entrusted to protect and safeguard the integrity and accuracy of the data it receives from member governments, clients, partners, and staff. This means that we must be careful when we share information with others. Information can refer to hard copy and electronic records, as well as the World Bank Group’s information systems.

The World Bank Group has developed policies and guidelines to prevent disclosure of non-public information and inaccurate public statements. These policies safeguard the rights of stakeholders, as well as ensure accuracy. Staff are required to follow all information security procedures to prevent unauthorized access to or disclosure of information.

AMS 6.20

See also the section on Non-public Information (p. 18) on the importance of ensuring that non-public/proprietary information is used only for approved and work-related purposes.
Our Relationships with Civil Society:

BEING GOOD GLOBAL CITIZENS
PERSONAL LEGAL OBLIGATIONS
The personal behavior of a staff member or members of his/her household reflects on the World Bank Group. A staff member’s failure to act in accordance with the legal system can compromise the interests and image of the institution in the community and among other stakeholder groups.

Staff are responsible for complying with their personal legal obligations.

Staff members are expected to honor their personal legal obligations. If the World Bank Group is notified of a staff member’s failure to meet these obligations, it may intervene according to applicable rules and policies. Likewise, staff should be aware that the conduct of members of their household can reflect on the institution, and should make reasonable efforts to ensure that household members uphold their personal legal obligations.

Examples of staff personal legal obligations include:
- Making payments of child support or alimony
- Paying court-ordered fees
- Paying income taxes where required or repaying personal loans
- Complying with local laws, including immigration laws

COMMUNITY COMMITMENT
The World Bank Group strives to be a responsible citizen in the communities where it operates and has offices. We do this through partnering with civil
society and through initiatives that bind us together as a community of people who care about those less fortunate. The World Bank Group encourages involvement of individual staff in the communities where we live and has an official community outreach program that encourages charitable giving and staff volunteerism. As an independent international organization, however, it is important that such unofficial work be done in a private and personal capacity (see also p. 18).

We must be receptive, and listen carefully, to local community and staff member concerns about World Bank Group activity related to issues involving human dignity and impacts on community life. After a concern is raised, we must follow through and monitor the relationship to ensure that community concerns are addressed on an ongoing basis.

Staff demonstrate this commitment to environmental stewardship through the decisions we make on a daily basis. In our work, we:
- Carefully consider and monitor the impact of projects on local environmental conservation and protection
- Ensure that work is conducted in an environmentally responsible manner
- Respect and comply with sound environmental principles and rules
- Raise questions and concerns regarding conditions that might be harmful to human health, safety, and the environment
- Are receptive to environmental concerns raised by partners, governments, and other stakeholders
- Model good environmental behavior

ENVIRONMENTAL COMMITMENT
The World Bank Group supports the protection of the global environment. It promotes environmentally sound and sustainable economic development as a fundamental element of its poverty reduction strategies and actions. It also has an aggressive Greening Program to manage the institution’s impact on the local and global environment and communities as a result of its activities. Other key initiatives include the IFC’s Footprint Program.

It is not true that people stop pursuing dreams because they grow old, they grow old because they stop pursuing dreams.

Gabriel Garcia Marquez—Colombian novelist.
Raising Concerns
When the workplace environment does not embody the World Bank Group’s Core Values, a wide range of consequences, from poor morale to compromised stakeholder relationships, may result. Any failure to uphold the Core Values—as articulated through the Principles of Staff Employment, Staff Rules, and policies—can undermine stakeholder relationships and impede the institution in achieving its mission.

To prevent or minimize the damage arising from business conduct issues, staff members are strongly encouraged to ask questions, seek advice about concerns, and bring forward observed wrongdoing. Staff members are encouraged to raise concerns of suspected or alleged wrongdoing and must cooperate with an investigation. Managers have an obligation to report any suspected or alleged misconduct and must cooperate with an investigation. (See explanations under Duty to Report, p. 21.)

Business conduct issues are handled primarily by EBC and INT, depending on the nature of the concern (significant fraud or corruption versus workplace misconduct) and whether external entities or parties are involved. Some issues may be handled by other departments (for example, the Corporate Procurement Unit or the Trust Fund Quality Assurance and Compliance Unit). The following chart provides general guidelines about the respective issues handled by EBC and INT.

### Handle by

<table>
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<tr>
<th>Handled by</th>
<th>Issue</th>
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| Office of Ethics and Business Conduct (EBC) | Primarily concerned with internal misconduct
| | - Workplace grievances (hostile work environment, discrimination, harassment, retaliation)
| | - Compliance with personal legal obligations
| | - Conflicts of interest
| | - G-5 domestic employee issues
| | - Sexual harassment
| | - Whistleblower or other retaliation
| | - Raising false allegations
| | - Fraud relating to travel, P-card, benefits or allowances, petty cash accounts, visas |
| Integrity Vice Presidency (INT) | Primarily concerned with external and internal fraud or corruption
| | - Fraud or corruption involving World Bank Group financed/supported operations & institutional procurements
| | - Misuse of donor trust funds
| | - Bribes, kickbacks or other in-kind personal benefits; collusive practices
| | - Embezzling funds from World Bank Group administrative budgets or from the proceeds of loans, credits or grants |
The World Bank Group has a number of resources to enable staff to bring issues forward and raise concerns comfortably and without fear of retaliation (see pp. 40-41).

**CONFIDENTIALITY PROTECTIONS**
Confidentiality is extremely important in the conduct of an investigation. Each World Bank Group unit involved in an investigation develops, maintains, and communicates their confidentiality standards to staff. The substance of an inquiry and/or the identity of staff members are only disclosed on a strict need-to-know basis. This is determined based on the facts needed to conduct a thorough investigation, respond appropriately, and resolve the situation.

Staff also have the option of raising concerns or allegations anonymously, although this can impede the ability of the World Bank Group to follow up and take action on a concern. Additionally, staff may contact Ombuds Services or a Respectful Workplace Advisor. They cannot disclose any information without authorization from the staff member unless there is a risk of imminent harm.

**RETRALIATION PROTECTIONS**
Retaliation is “any direct or indirect detrimental action recommended, threatened, or taken because an individual engaged in a [protected activity].” (SR 8.02) It undermines trust among staff members as well as between staff and management and can have a debilitating effect on morale and workplace productivity. This can lead to serious consequences for the World Bank Group: nobody will bring issues forward if they fear retaliation.

Retaliation in the workplace encompasses a range of behavior, from something as small as a remark to something as serious as an administrative action affecting a staff member’s work program or employment. When taken as a means of retaliation, other examples can include: reprimand, discharge, suspension, demotion, denial of promotion, and denial of transfer. Any staff member who in good faith raises a concern is protected from retaliation. Consult the applicable policies for detailed information on the retaliation protections afforded to staff by the World Bank Group.

**WHISTLEBLOWER PROTECTIONS**
Staff members play a critical role in raising issues and concerns, which helps the World Bank Group better identify, address, and ultimately deter misconduct. The World Bank Group has adopted whistleblower protections to ensure that it provides a safe environment for reporting and addressing suspected misconduct. The detailed protections afforded to staff may be found in SR 8.02.

Sometimes ignorance or a simple lack of knowledge results in wrongdoing. If in doubt, always seek guidance.
Recognition of the inherent human dignity of all members of the human family is the foundation of freedom, justice and peace.

Universal Declaration of Human Rights — United Nations, 1948
When staff members face a business conduct issue, the first step is to clearly think through the situation. Evaluating a situation does not mean conducting an investigation. Rather, it is a process for identifying potential issues and knowing when it is appropriate to take action. The LEAD steps—Learn, Evaluate, Act, Develop a Plan—provide a useful framework for determining when and how to take action. See the box for details on how to use the “LEAD with our Values” decision-making tool.

**HANDLE SUSPECTED MISCONDUCT**

When a concern arises involving suspected misconduct, staff and managers must not investigate. Promptly consult the Office of Ethics and Business Conduct or the Integrity Vice Presidency.

**A WORD OF ADVICE**

**HANDLING SUSPECTED MISCONDUCT**

When a concern arises involving suspected misconduct, **staff and managers must not investigate**. Promptly consult the Office of Ethics and Business Conduct or the Integrity Vice Presidency.

**RESOURCES FOR STAFF**

Staff members should be aware of the many tools and resources available for evaluating and acting on ethics and business conduct challenges. They are listed on pages 40-41 along with contact information and brief descriptions. Detailed descriptions of the issues addressed by each resource, related Q&As, and the protections and processes afforded by each can be accessed on the EBC Web site (http://ethics) and the Web sites of the respective units.

**LEAD with Our Values**

**A DECISION-MAKING TOOL**

**EARN the facts.**

- Who, what, where, when, how?
- Do you have all of the information you need?
  
  Keep in mind—if you suspect misconduct, don't fact-find or investigate.
- What factors or influences are at play?

**VALUATE the issue.**

- What is the business conduct concern?
- Who among World Bank Group resources should I consult?
- What do the Code, Principles, relevant guidelines, and Staff Rules say?
- Which stakeholder(s) could be affected by this?
- How might the issue affect the World Bank Group’s reputation?
- What is my responsibility? Should anyone else be involved?
- How would a reasonable person view the situation?

**ACT appropriately.**

- Should I take action or refer the matter?
- What action(s) can help to reach a resolution?
- Should any immediate steps be taken?
- Does the proposed action(s) uphold the World Bank Group Core Values?
- Am I unsure of the appropriate course of action(s)?

**DEVELOP A PLAN**

for follow up.

- How can I communicate effectively about the issue?
- How can I prevent the problem from arising in the future?
## Contact Information for Guidance and Assistance in Handling Issues

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<tr>
<th>RESOURCE</th>
<th>ROLE AND AREAS OF RESPONSIBILITY</th>
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| **Administrative Tribunal (WBAT)**  
Tel: 202-458-1587  
Fax: 202-522-3581  
tribunal@worldbank.org  
http://tribunal | Makes final and binding judgments on any cases (including those that have been considered by Peer Review Services) filed by staff members on issues relating to their employment. The seven independent judges on the Tribunal are not staff members, and they are appointed for a fixed term. |
| **Domestic Abuse Prevention Coordinator**  
Tel: 202-473-2931  
daprevention@worldbank.org  
http://domesticabuse-worldbank.org/humanresources, then link to Domestic Abuse Prevention | Provides educational outreach programs and information on domestic abuse prevention. Those experiencing domestic abuse are referred to specialized off-site services (see entry below) to assure their safety and security and expedite access to legal and counseling support services. |
| **Domestic Abuse–Related Staff Resources** | See above and the Hub (listed below). |
| **Ethics and Business Conduct (EBC)**  
Tel: 202-473-0279  
Fax: 202-522-3093  
Ethics Helpline: 800-261-7497  
(24 hours 7 days a week)  
ethics_helpline@worldbank.org  
http://ethics | Works with staff to foster ethical awareness and sensitivity. Provides training, outreach, and communication on business conduct. Manages programs to promote transparency and trust including conflicts of interest and financial disclosure. Responds to and investigates certain allegations of staff wrongdoing. See box on p. 35. Tracks trends and provides insights to senior management. |
| **Fraud and Corruption Hotline**  
Tel: 800-831-0463  
from outside US: +1-704-556-7046 (reverse the charges)  
http://fraud | Provides a channel to report Fraud and Corruption. Accessible 24 hours a day, 7 days a week. Translation services are available |
| **HSD Personal and Work Stress Counseling Unit**  
Tel: 202-458-4457  
http://hsdcounseling | Provides confidential guidance on personal and work concerns, including work and personal stress, marital/relationship problems, parenting concerns, cultural adjustments, anxiety and depression, drug and alcohol problems, grief and loss. Can provide counseling to all staff and connect Country Office staff with local resources. |
| **The Hub**  
Tel: 202-628-2288 | Provides confidential, non-emergency help for World Bank Group families (primarily those who are Washington-based) with concerns about conflict within their domestic relationships. A specialized off-site service for World Bank Group staff members and spouses/domestic partners. Provides expert assistance 24 hours day, 7 days a week. |
| **Human Resources (HR)**  
hrservicecenter@worldbank.org  
http://hr | Sets employment policies and provides guidance on employment questions, concerns, and policies. Assists staff and managers in resolving workplace issues. |
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<th>RESOURCE</th>
<th>ROLE AND AREAS OF RESPONSIBILITY</th>
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<td><strong>Integrity Vice Presidency (INT)</strong></td>
<td>Works to improve compliance with World Bank Group corruption-related policies. Trains staff to detect and deter fraud and corruption. Investigates allegations related to fraud and corruption in activities conducted or financed by the World Bank Group, as well as allegations of significant fraud and corruption involving World Bank Group staff. See box on p. 35.</td>
</tr>
<tr>
<td>Tel: 202-458-7677</td>
<td></td>
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<tr>
<td>Fax: 202-522-7140</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:Investigations_hotline@worldbank.org">Investigations_hotline@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://integrity">http://integrity</a></td>
<td></td>
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<tr>
<td><strong>Office of Mediation Services (MEF)</strong></td>
<td>Provides confidential process to facilitate dialogue between two parties to help them reach agreement. Maintains no records of the discussions.</td>
</tr>
<tr>
<td>Tel: 202-458-0424</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-522-7444</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:mediation@worldbank.org">mediation@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://mediation">http://mediation</a></td>
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<tr>
<td><strong>WBG Office of Diversity Programs (HRSDP)</strong></td>
<td>Serves as an in-house center of expertise for global diversity and inclusion (D&amp;I). Provides guidance on institutional and unit-level D&amp;I strategies. Offers consultation and referral services to all World Bank Group staff and managers on matters of bias, discrimination, or harassment on all dimensions of D&amp;I.</td>
</tr>
<tr>
<td>Tel: 202-458-8269</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-522-3434</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:DiversityatWBG@worldbank.org">DiversityatWBG@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://diversity">http://diversity</a></td>
<td></td>
</tr>
<tr>
<td><strong>Ombuds Services (OMB)</strong></td>
<td>Provides neutral and strictly confidential guidance on workplace-related concerns. Helps staff analyze situations, provides information, and assists in identifying options, and can, if requested, become involved in resolving issues. Advises management about issues that need to be addressed to improve the work environment.</td>
</tr>
<tr>
<td>Tel: 202-458-1056</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-522-1612</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:ombudsman@worldbank.org">ombudsman@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://ombudsman">http://ombudsman</a></td>
<td></td>
</tr>
<tr>
<td><strong>Peer Review Services (PRS)</strong></td>
<td>Peer Review Services provides a forum for staff members to have a Bank decision or action which affects them reviewed by a panel made up of volunteer staff members. Where appropriate, the panel makes a recommendation for corrective measures and other relief to resolve the matter.</td>
</tr>
<tr>
<td>Tel: 202-473-4118</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-477-1259</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:peerreview@worldbank.org">peerreview@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://peerreview">http://peerreview</a></td>
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<tr>
<td><strong>Respectful Workplace Advisors Program (RWA)</strong></td>
<td>Peer volunteers who are trained to listen, help identify possible solutions and next steps, and provide information about other sources of assistance about workplace issues. Provide confidential assistance, but do not become directly involved in resolving workplace issues. For many staff, particularly in Country Offices, they may be the first source for assistance.</td>
</tr>
<tr>
<td>Tel: 202-458-1058</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-522-1612</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:rwa@worldbank.org">rwa@worldbank.org</a></td>
<td></td>
</tr>
<tr>
<td><a href="http://rwa">http://rwa</a></td>
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<td><strong>Staff Association (SA)</strong></td>
<td>Forum for raising issues that affect work and personal life. Represents staff views to management and the Board on matters of HR policy, and staff welfare, rights, and responsibilities. Advises staff pursuing the grievance process, provides counseling, referral, and, in some cases, legal assistance.</td>
</tr>
<tr>
<td>Tel: 202-473-9000</td>
<td></td>
</tr>
<tr>
<td>Fax: 202-522-2025</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:staffassociation@worldbank.org">staffassociation@worldbank.org</a></td>
<td></td>
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<tr>
<td><a href="http://sa">http://sa</a></td>
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Acronym List

AML/CFT Anti-Money Laundering and Combating Financing of Terrorists Program
AMS Administrative Manual Statement
DA Domestic Abuse Prevention Office
EBC Office of Ethics and Business Conduct
GSD General Services Department
GSDPR General Services Department Corporate Procurement Unit
HR Human Resources
HSD Health Services Department
IBRD International Bank for Reconstruction and Development
ICSID International Centre for Settlement of Investment Disputes
IDA International Development Association
IFC International Finance Corporation
INT Integrity Vice Presidency
LEAD LEAD (Learn, Evaluate, Act, Develop a Plan) decision-making framework
LEG Legal Vice Presidency
MEF Office of Mediation Services
MGR Manager
MIGA Multilateral Investment Guarantee Agency
OIS Office of Information Security
OMB Ombuds Services
Q&A Question and Answer
RWA Respectful Workplace Advisor
SA Staff Association
SR Staff Rules
TQC Trust Fund Quality Assurance and Compliance Group

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World Bank Group (WBG) relationship, 15–28
Should you contact a resource that is not best suited to handle your concern, you will be referred to the most appropriate resource.

The icons below are used throughout the Code and accompanying Q&A Supplement to indicate relevant resources and policies. Contact information may be found on pages 40 and 41.

An acronym list can be found on page 43.