



Respect at Workplace Policy

Policy Owner	Global People
Policy Issuance	December 2019
Last updated	January 2025
Regions/Offices	Global
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1. Background

Respect means treating others with kindness, acknowledging their feelings and rights, and valuing their intrinsic worth regardless of differences. In the workplace, respect involves more than just acknowledging each person's individuality and contributions. It means actively valuing their unique perspectives and efforts. Demonstrating dignity and respect towards others at the workplace fosters an environment where everyone feels heard, valued and safe.

2. Policy statement

3ie is committed to fostering a professional and positive workplace where everyone, irrespective of their position in the organization, is treated with mutual respect, dignity, and trust. This policy aims to develop a positive working environment encouraging respectful behavior across all its offices, and prevent all forms of unacceptable behavior, discrimination, bullying or harassment. It also sets out the standards in relation to unacceptable behavior at the workplace. This policy applies to all 3ie staff and associated individuals, regardless of office location.

3ie is an equal opportunity employer and condones any form of discrimination at the workplace, be it on the basis of race, color, national origin, ancestry, alienage, citizenship, religion, creed, gender (including, without limitation, pregnancy, childbirth, breastfeeding or related medical conditions), self-identified or perceived sex, gender identity or expression, the status of being transgender, sexual orientation, sexual and reproductive health decisions, age, physical or mental disability, marital, familial, or partnership status, conviction or arrest record, unemployment status, military or veteran status, uniformed service, genetic predisposition or carrier status, status as a victim of domestic violence, sex offense or stalking, caregiver status, consumer credit history, or any other characteristic protected by law. It has a zero-tolerance policy for any form of bullying or harassment in the workplace.

3. What is Respect in the workplace

At 3ie, all staff should expect:

- To be treated with dignity and respect
- To be valued for their skills and abilities
- A workplace free from bullying, harassment and victimization, and if issues arise, they are dealt with promptly and appropriately.
- Not to experience any form of unlawful or unfair discrimination
- That when feedback is needed, whether positive or not, this is given constructively

4. Responsibilities

All staff, board members and contractors have a duty to ensure that 3ie is a Respectful Workplace by acting in accordance with this Policy.

4.1 Staff

All staff must:

- follow the [Code of Conduct](#) and treat all people in the workplace courteously, with dignity and respect
- reflect on their own behaviour and how it may be perceived / received by others
- respond to issues raised in a constructive manner
- speak up and be an active bystander
- report possible prohibited conduct
- cooperate with investigations, when required
- attend relevant training

4.2 Managers and senior staff

Managers and senior staff have the responsibility to make sure there is a harmonious work environment that fosters productivity. They must:

- be a role model for how their team behaves at the workplace.
- address all situations of perceived or real misunderstandings, unease, upset, negative work environment, incivility, rudeness and other problem behaviors within the team, as early as possible.
- When approached by someone with an issue, be responsive and inform them about potential ways for a resolution.
- be fair and objective, when trying to resolve any complaint, by focusing only on facts and proofs
- treat any such discussions with staff as confidential.

4.3 Senior management

Senior management have a responsibility to help foster a respectful and civil workplace, by acting as role models and taking action aimed at preventing the occurrence of harassment and other prohibited conduct. They must:

- endeavour to create an atmosphere in which their team members feel confident to express
- their concerns about inappropriate or unwelcome conduct, including by maintaining open
- dialogues and an open-door policy.
- encourage staff to use the informal and formal process to address problematic behaviours.
- address conduct coming to their attention that may be in violation of the policy and respond promptly to complaints, take them seriously and ensure that the necessary actions for which they are responsible are taken.
- protect the integrity of any investigation
- prevent the occurrence or repetition of prohibited conduct

- actively address risks of possible retaliation

4.4 Culture and Ethics Committee

3ie has a Culture and Ethics committee, nominated by the senior leadership and provided with specific training, that enables them to address bullying or harassment concerns through informal and formal mediation procedures (see section 4). The committee is responsible for enforcement of the policy and commit to being available and responsive to staff who may approach them about any issue of bullying or harassment.

The Deputy Director and the Senior Manager of the Global People team shall be members of this committee by virtue of their role.

5. Guidance for staff who feel bullied or harassed

Discrimination, harassment and bullying may often be highly context-specific and sensitive in nature. Employees who believe they are being harassed or bullied may wish to discuss their situation before deciding what action to take. Managers, senior management, the Global People team and the Culture and Ethics committee members will have an open-door policy to discuss workplace problems and employees can discuss the matter with whomever they feel most comfortable: their manager, the unit director, a member of the Global People team or the Culture and Ethics committee.

They will:

- Help individuals consider objectively what has happened
- Ensure the conversation remains confidential as far as possible
- Listen empathetically and without bias
- Put forward alternative courses of action, but without pressure to adopt
- Discuss what outcome the individual would wish to see
- Discuss the available procedures and options
- Assist individuals in dealing with the situation if they ask for help

6. Procedure

3ie recognises that it is in the interests of all involved to resolve issues of concern that employees may have about their employment as quickly and fairly as possible, in order to maintain good working relations. It is for the individual to decide which route to take in solving any problem that has occurred.

There are two types of solution available, informal and formal, as outlined below. Please note that these are not to be used where employees have concerns about misconduct or malpractice at 3ie. In such instances, employees must refer to the Whistleblowing Policy.

6.1 Informal Resolution

Where possible, employees must, in the first instance, talk directly and informally to the person whom they believe is harassing or bullying them and explain clearly what aspect of their behavior is unacceptable or is causing offence. They must state that such behavior is unwelcome and request that it should stop. If the affected party finds it uncomfortable or embarrassing to raise the issue directly with the person creating or causing the problem, support can be sought from a work colleague who the employee trusts, who can accompany them when speaking to the person involved.

Alternatively, if the employee feels unable to approach the person whose actions or conduct is causing offence, then they can raise it informally with their Manager or the Senior Safeguarding Officer who will try to assist the employee to find an informal solution to the problem. Alternatively, the employee may approach a neutral third party (for example a colleague or a senior staff or another manager) to approach the person on their behalf in the first instance.

However, if employees feel unable to follow these steps or have already done so without success, or if the complaint is one of serious harassment, they may choose to raise a formal complaint right away.

6.2 Formal Complaint

Where informal resolution has failed, or serious harassment or bullying occurs, employees can register a formal complaint in the form of a grievance by raising a written complaint directly with any of the following:

- Their Line Manager
- A member of the senior management or their Unit Director
- Culture and Ethics Committee.

Such a complaint must outline the nature of the grievance and the outcome the affected employee is looking for. Any supporting documentation, such as dates, times, witnesses and meeting notes must be part of the complaint.

Formal complaints will be investigated swiftly while ensuring that the rights of both the alleged victim and the alleged offender are protected. Information shared or obtained during the handling of a complaint will be treated sensitively. This may involve a formal grievance hearing conducted by the line manager, director as relevant, in coordination with the culture and ethics committee. To ensure fairness in hearing grievances, the following steps must be followed:

- informing the alleged offender of the complaint.
- holding a meeting to discuss the complaint.
- allowing the alleged victim to be accompanied.
- deciding on appropriate remedial action; and
- providing the alleged victim with an opportunity to appeal.

Non-Retaliation

3ie prohibits retaliation against any individual who makes a good faith complaint under this policy, opposes discrimination or harassment, participates in an investigation of such reports, testifies or assists in a proceeding involving discrimination, harassment, or retaliation, encourages another to report harassment or discrimination, or seeks accommodations. Retaliation in any form is a serious violation of this policy and, like discrimination or harassment itself, may subject the offender to disciplinary action, up to and including termination of employment.

Malicious Complaints

Where a complaint is blatantly untrue and has been brought out of malice, or for some other unacceptable motive, the complainant will be subject to disciplinary procedures, as will any witnesses who have deliberately misled 3ie during the investigations.

Types of remedial actions

The following is an indicative, but not exhaustive list of a suggested range of remedial actions that named contact persons may recommend in resolving bullying and harassment cases, informally or formally through the grievance procedure:

- Written apology
- Additional training for behavior correction
- Adherence to an agreed set of actions that the alleged offender will desist with immediate effect
- A performance improvement plan related to respect at work
- A letter of warning
- Summary dismissal

These actions can be undertaken and enforced by means of informal mediated discussions as well as formal procedure. The actions can be combined, noting that the severity should be commensurate with having provided fair means to educate and end the offending behavior through mediation discussions and agreements.

7. Training

3ie is committed to providing adequate initial and any ongoing training necessary for all staff to understand their responsibilities, the definitions of bullying and harassment and expectations for how to act. Members of the Culture and Ethics committee shall be provided with specialized training on required topics under the scope of the policy.

8. Policy monitoring, reporting and review

3ie senior management, along with the Deputy Director of Global People and the Senior Safeguarding Officer, will maintain agreed critical information about formal and informal complaints made under this policy. All information shall be maintained securely and anonymized for reporting purposes. SMT shall report monitoring data relevant to this policy as part of its regular reporting to the board about human resources. This policy shall be reviewed every two years and updated as required.

ANNEXURE

Definitions:

Workplace harassment: Workplace harassment is unwanted conduct related to relevant protected characteristics, which include, but is not limited to, sex, race, disability, gender reassignment, sexual orientation, religion or belief, and age. It refers to behavior which is offensive and intrusive. Harassment includes, but is not limited to:

- **Verbal** - crude language, open hostility, offensive jokes, offensive songs, suggestive remarks, innuendoes, rude or vulgar comments, malicious gossip, public ridicule, derogatory remarks, and spreading malicious rumors or gossip.
- **Non-verbal** - wolf-whistles, obscene gestures, sexually suggestive posters/calendars, pornographic material (both paper-based and generated on a computer, including offensive screensavers), graffiti, offensive letters, e-mails, text messages on mobile phones and messages on social media, and vandalising personal belongings.
- **Physical** - unnecessary touching, patting, pinching or brushing against another employee's body, intimidating behaviour, assault and physical coercion.
- **Coercion** - pressure or promises in return for favours (e.g. to get a job or be promoted) and pressure to participate in groups etc.
- **Isolation** - or non-cooperation and exclusion from social activities.
- **Intrusion** - following, pestering, spying, etc.

Workplace bullying: Bullying in the workplace is best characterised as offensive, intimidating, malicious or insulting behaviour; an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Bullying includes, but is not limited to:

- Unwarranted humiliating or offensive behaviour towards an individual or groups of employees.
- Persistently negative malicious attacks on personal or professional performance, typically characterised as unpredictable, unfair, irrational and often unseen.
- Abuse of power or position can cause such anxiety that people gradually lose all belief in themselves, suffering physical ill health and mental distress as a direct result.
- Use of position or power to coerce others by fear, persecution or to oppress them by force or threat.
- Persistent unjustified criticism, or criticism without offering a constructive solution in the case of criticism that may be justified.

Harassment and Bullying excludes:

- Any reasonable action taken by a line manager or supervisor relating to the management and direction of staff or the place of employment.
- Disagreements, misunderstanding, miscommunication, or conflict situations provided the behaviour of the individuals involved remains professional and respectful.

Please note that all aspects of sexual harassment are covered under sexual harassment policies adopted for the respective 3ie offices.