

## Harassment, Sexual Harassment, Discrimination, and Abuse of Authority

### 1.0 Regulations and Rules

This policy implements UN Staff Rule 1.2 (f).

### 2.0 Policy

1. UNDP is committed to creating and maintaining a working environment that respects the inherent dignity of all persons, affording them the opportunity to reach their fullest potential and empowering them to deliver the best possible results for UNDP and the people we serve.
2. Every person working for UNDP has the right to be treated with dignity and respect, and to work in a safe environment free from harassment, sexual harassment, abuse, and discrimination.
3. UNDP does not, and will not, tolerate harassment, sexual harassment, discrimination, and abuse of authority in any form. Such conduct is contrary to the Charter of the United Nations, the UN Staff Regulations and Rules and the Standards of Conduct for the International Civil Service, and will be dealt with promptly, justly and effectively in accordance with this policy. Staff Rule 1.2 (f) provides that "***any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse at the workplace or in connection with work, is prohibited.***" UNDP personnel<sup>1</sup> exhibiting such behaviour or conduct may be subject to administrative, disciplinary or contractual measures, up to and including dismissal, as appropriate.
4. It is also the policy of UNDP, as set out in the [UNDP Policy for Protection against Retaliation](#), that retaliation by any member of UNDP's personnel against another member of UNDP's personnel for having, in good faith, properly reported allegations of misconduct, or for having cooperated with a duly authorized audit or investigation, is strictly prohibited. Such retaliation violates the fundamental obligation of all UNDP personnel to uphold the highest standards of efficiency, competence and integrity as required under the UN Charter, and to discharge their functions and regulate their conduct in accordance with these standards. Retaliation, as defined under the [UNDP Protection against Retaliation Policy](#), is itself misconduct and will be treated accordingly.

### 3.0 Application

5. This policy applies to all UNDP personnel. The prohibition against harassment, sexual harassment, discrimination, and abuse of authority extends to conduct which occurs at the workplace<sup>2</sup>, during or outside working hours.

### 4.0 Prohibited conduct<sup>3</sup>

6. For the purposes of this policy, harassment, sexual harassment, discrimination and abuse of authority are referred to collectively as "prohibited conduct". Additional guidance is provided in Annex 3, which

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<sup>1</sup> Please see definition in Annex 2.

<sup>2</sup> Please see definition in Annex 2.

<sup>3</sup> Please see definition in Annex 2.

includes examples of specific behaviours constituting prohibited conduct.

7. **Harassment** is any improper and unwelcome conduct by UNDP personnel against UNDP or external personnel that has caused, or that might reasonably be expected or be perceived to cause, offence or humiliation.
8. Harassment may be present in the form of words, gestures, electronic communication or other actions that annoy, alarm, abuse, demean, intimidate, belittle, or cause personal humiliation or embarrassment to another, or cause an intimidating, hostile or offensive work environment. It includes but is not limited to harassment based on any grounds, such as race, religion, color, creed, ethnic origin, physical attributes, gender identity, or sexual orientation. Harassment will often consist of a series of incidents, but it may be brought about by a single incident only.
9. The mere expression of disagreement, admonishment, criticism or similar action regarding work performance, conduct or related issues within a supervisory relationship shall not be considered prohibited conduct. Such work-related disagreement is dealt with under the provisions of the [Performance Management and Development \(PMD\) Policy](#).
10. **Sexual Harassment** is a form of harassment and is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that has or that might reasonably be expected or be perceived to cause offense or humiliation.

Sexual harassment may result in an intimidating, hostile or offensive environment or is made a condition of employment. Sexual harassment normally implies a series of incidents. However, a one-time incident could fall within the definition of sexual harassment if it has an unambiguously offensive sexual character. Staff members with any gender identity can be either the injured party or the offender.

11. **Discrimination** is any unfair treatment or arbitrary distinction based on a person's race, sex, gender identity, religion, nationality, ethnic origin, sexual orientation, disability, pregnancy, age, language, social origin or other status. Discrimination may be an isolated event affecting one person or a group of persons similarly situated, or may manifest itself through harassment or abuse of authority.
12. **Abuse of authority** is the improper use of a position of influence, power or authority by UNDP personnel against UNDP or external personnel or a group thereof. This includes situations when the person in question uses their influence, power or authority to arbitrarily influence the career or employment conditions (including, but not limited to, appointment, assignment, contract renewal, performance evaluation or promotion) of other UNDP or external personnel.

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.

13. **Retaliation** is any direct or indirect detrimental action recommended, threatened or taken against an individual because that individual engaged in a "Protected Activity" as defined in [the UNDP Policy for Protection against Retaliation](#). Interim and permanent protective measures may also be implemented to ensure the victim of retaliation is shielded from current or future threats or acts of retribution. However, the legitimate application of regulations, rules or administrative policies, issuances or procedures, or the mere expression of disagreement, admonishment, criticism or a similar expression

regarding work performance, conduct or related issues within a supervisory or similar relationship, do not constitute Retaliation. Retaliation is itself a separate act of misconduct and a violation of [the UNDP Policy for Protection against Retaliation](#).

14. For the purposes of this policy, prohibited conduct does not include sexual exploitation and abuse. **Sexual exploitation** is any actual or attempted abuse by UNDP personnel 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. Similarly, **sexual abuse** means the actual or threatened physical intrusion of a sexual nature by UNDP personnel, whether by force or under unequal or coercive conditions. All cases of sexual exploitation and abuse (SEA) are specifically addressed under the [Secretary-General Bulletin ST/SGB/2003/13: Special Measures for Protection from Sexual Exploitation and Sexual Abuse](#).

#### 5.0 **Responsibilities of UNDP personnel**

15. UNDP personnel must:

- a) Be respectful to others and maintain the highest standards of conduct;
- b) Maintain a harmonious working environment by behaving in a manner that is free of intimidation, hostility, offence and any form of prohibited conduct;
- c) Familiarize themselves with UNDP's policies, including an understanding of what constitutes prohibited conduct. In addition, UNDP personnel must take mandatory courses related to prohibited conduct, as determined by the Organization.
- d) Be aware of the various options and internal channels available to them for reporting and/or otherwise addressing such behaviours; and
- e) Respect confidentiality and fully cooperate with those responsible for investigating reports of prohibited conduct under this policy.

#### 6.0 **Responsibilities of Managers and Supervisors**

16. Managers and Supervisors have special obligations to prevent and deter prohibited conduct and must:

- a) Create a safe and harmonious working environment, free of intimidation, hostility, offence and any form of prohibited conduct. In order to achieve such an environment, managers and supervisors must act as role models by upholding only the highest standards of conduct.
- b) Communicate the present policy to all UNDP personnel, ensure that they take relevant mandatory courses and certification, and act as a resource for UNDP personnel and external personnel.
- c) Address, report and escalate alleged incidents of prohibited conduct consistent with the present policy.
- d) Ensure that incidents of prohibited conduct are promptly addressed through appropriate channels. In such cases, managers and supervisors must demonstrate fairness, impartiality, and

be free from intimidation or favouritism; managers should not attempt to pre-investigate allegations.

- e) Ensure that all discussions, communications and actions are handled with extreme discretion, sensitivity and utmost confidentiality; and
- f) Ensure appropriate action is taken to prevent UNDP personnel from retaliation.
- g) All Directors of Bureaus and Heads of Offices are required to provide an annual certificate to the Administrator confirming that during the preceding year they have discussed with all UNDP personnel under their management or supervision their rights and responsibilities under this policy and the courses of action and sources of support that are available to them.

17. While consensual, intimate relationships between UNDP personnel are generally not prohibited, managers and supervisors should recognize that such relationships are not appropriate where one person manages, reviews or takes administrative decisions concerning the other person, is subordinate to the other person in the same line of reporting/authority, or is in a position in which some other conflict of interest may arise. Such relationships may, among others, have negative repercussions on the morale of the office, and lead to allegations of favoritism. They may also lead to complaints of sexual harassment if the relationship sours and the subordinate person alleges that they were coerced into the relationship. The parties to any such relationship must disclose in writing to the next level up in their management and may consult the Ethics Office for advice.

18. The failure of a manager or supervisor to address any known or reasonably suspected act of prohibited conduct may result in the imposition of appropriate administrative or disciplinary measures on the manager or supervisor.

## **8.0 Responsibilities of UNDP**

19. UNDP shall make available appropriate learning resources to all UNDP personnel to ensure awareness of key provisions of this policy, standards of conduct, values and forms.

20. UNDP will ensure that timely and appropriate action — including action to protect the safety and well-being of the complainant<sup>4</sup>— is taken when prohibited conduct is reported.

21. UNDP will take timely and appropriate measures to protect UNDP personnel from retaliation for reporting prohibited conduct, when such protection is sought. Such measures may include the temporary or permanent suspension of the action alleged to be retaliatory, the temporary or permanent transfer of the accused or the complainant. Disciplinary action, when warranted, will be taken against UNDP personnel found to have engaged in retaliation.

## **9.0 Responsibilities of the Complainant**

22. Anonymous reporting by complainants is permitted under this policy. Complainants should be aware that anonymous reporting may make it more difficult for investigators to thoroughly investigate the allegations – despite their best efforts.

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<sup>4</sup> Please see definition in Annex 2.

23. The complaint must be made in good faith, which means that the person reporting the allegations of prohibited conduct must have a reasonable belief that misconduct has occurred. Intentionally making a false report, verbally or in writing, constitutes misconduct for which disciplinary measures may be imposed.

**10.0 Reporting of prohibited conduct**

24. To report prohibited conduct, UNDP or external personnel may wish to first contact the Office of the Ombudsman who can guide them on their options under the current policy. Contacting the Office of the Ombudsman will not affect the right of UNDP personnel to file a formal complaint with OAI at any time. Sexual harassment may also be reported to the external sexual harassment helpline where the counseling and guidance on the process will be provided. See Annex I for details on how to contact these offices.

25. Alternatively, UNDP personnel can contact OAI directly.

26. There is no time limit for reporting sexual harassment. Complainants are strongly encouraged to report cases as soon as possible after the incident has occurred. Early reporting is critical to the success of any investigation and may significantly contribute to UNDP’s ability to address the allegations.

27. All reports of sexual harassment will be prioritised by OAI.

28. OAI is responsible for conducting preliminary assessments and investigations of complaints of prohibited conduct.

29. If an individual believes that another person in UNDP has taken, or is threatening to take, retaliatory action against them or another colleague because of their good faith report of wrongdoing, or cooperation with an audit or investigation, they may submit a Request for Protection to the Ethics Office. All supporting documentation and evidence, together with the names of individuals who may be able to support the allegation, should be included. The complainant will be protected from retaliation, in accordance with the [UNDP Policy for Protection against Retaliation](#).

**11.0 Dispute Resolution Processes**

30. UNDP and external personnel have several options available to them to report prohibited conduct and seek resolution through formal or informal processes.

31. Different dispute resolution processes are included in Table 1 below:

Process	Action
Provision of initial guidance on options available	UNDP personnel may contact the Office of the Ombudsman who will guide them on their options under the current policy.

<p>Informal Process</p>	<p>UNDP personnel wishing to pursue informal resolution may consult the Office of the Ombudsman to examine options for solutions or mediation after the incident of alleged prohibited conduct. The Office of the Ombudsman offers informal advice to staff who do not wish to proceed immediately to a formal process. Should staff wish to pursue the informal mechanism they are encouraged to do so as soon as possible after an incident has taken place.</p>
<p>Formal Process</p>	<p>Formal complaints of sexual harassment may be reported to OAI at any time, regardless of when the alleged conduct occurred. For other types of prohibited conduct, a formal complaint must be filed with OAI within one year from the date of the last incident. The time limits for filing a formal complaint are suspended while informal resolution is being pursued. In exceptional circumstances, the time limits may be extended by the Director, OAI.</p>
<p>Request for a Management Evaluation or a dispute resolution request</p>	<p>A staff member may request a management evaluation. It must be filed within sixty (60) calendar days from the date of notification of the challenged decision in accordance with Staff Rule.</p> <p>Other members of UNDP personnel may contest a decision in accordance with the dispute resolution mechanism provided for in their contracts.</p>

32. It is strongly advised that all parties maintain detailed written records (including hard copies of e-mails), of all incidents, dates, places and witnesses. All parties should note that not all informal processes are successful and that an investigation may occur in the future, and therefore written records would prove useful should any more formal steps be taken.
33. If UNDP personnel, are notified of a decision (which may be administrative or disciplinary in nature) and believe that decision is motivated by the prohibited conduct, the individual can formally contest the decision by: i) for staff members: requesting a management evaluation of the decision, in accordance with the appeals procedures available to UNDP staff members under the UN Staff Regulations, and Staff Rule 11.2, or ii) for other members of UNDP personnel, the dispute resolution mechanism provided for in their contracts.

**12.0 Additional provisions**

34. Separation of the alleged offender<sup>5</sup>. It may happen during the investigation process that the alleged offender separates from UNDP. OAI, in its discretion will determine whether the investigation will be pursued despite the separation from service of the alleged offender. OAI will attempt to finalise all investigations into allegations of sexual harassment. Where the investigation into prohibited conduct has been finalised, and LO considers the allegations substantiated, LO will notify the alleged offender and place a note in the Official Status File of the individual in question, after giving him/her the opportunity to provide comments on the matter, indicating the recommended action that would have been taken had the alleged offender remained employed. Notes on the Official Status File will be shared if the individual is being considered for any type of employment or contract with UNDP. UNDP may share the letter with a prospective employer which is a partner of UNDP if a reference is requested. Where the investigation has not been finalised, LO will notify the alleged offender and place a note in the Official Status File of the individual in question indicating that the individual separated while under investigation, after giving him/her the opportunity to provide comments on the matter. Such notes will

<sup>5</sup> Please see definition in Annex 2.

not be shared with parties for reference purposes outside UNDP.

35. Investigation without a formal complaint. the Administrator or Associate Administrator may refer to OAI that such an investigation be undertaken, and the Director, OAI, reserves the right to initiate an investigation into allegations of prohibited conduct at his/her own initiative, including without reference to a formal complaint.
36. Non-UNDP complainant or alleged offender. In the event that the complainant belongs to another UN agency, fund, programme or subsidiary organ but files a complaint against UNDP personnel, the present policy will apply. Consultations will be held between UNDP and the other Organization concerned about the handling of the case. If the complainant is UNDP personnel but files a complaint against an employee of another UN agency, fund, programme or subsidiary organ, the present policy will not apply to the alleged offender, but UNDP will use best efforts to ensure that the interests of its personnel are protected by the other Organization.
37. Non-UNDP staff administered by UNDP. In the event that the complainant or the alleged offender is administered by UNDP on behalf of another UN agency, fund, programme or subsidiary organ, UNDP will verify with that Organization whether the present policy applies or whether the policy from that Organization applies.
38. Referral to Local Authorities. In cases of compelling emergency or danger, prohibited conduct must be reported to local authorities by the complainant, after which the matter must immediately be also reported to LO/BMS. In all other cases, bringing a matter to the attention of local authorities requires the prior concurrence of LO/BMS, which liaises with UN Office of Legal Affairs (UN/OLA), since it involves issues of privileges and immunities. Should it become apparent that the alleged act of prohibited conduct constitutes a breach of local laws, LO/BMS must be informed and will undertake appropriate action.

### Annex 1. Contact details

1	Office of the Ombudsman for United Nations Funds and Programmes	304 East 45th Street 6th Floor, Room FF-671 New York, NY 10017 USA <a href="http://fpombudsman.org/">http://fpombudsman.org/</a> Telephone: +1 646 781 4083 Fax: +1 212 906 6281 Email: <a href="mailto:ombudsmediation@fpombudsman.org">ombudsmediation@fpombudsman.org</a>
2	Ethics Office	Helpline: +1-212-909-7840 Fax: +1-212-906-6153 <a href="http://www.undp.org/content/undp/en/home/accountability/ethics.html">http://www.undp.org/content/undp/en/home/accountability/ethics.html</a> Email: <a href="mailto:ethicsoffice@undp.org">ethicsoffice@undp.org</a> Skype account: ethics.office.undp
3	Office of Audit and Investigation	Through an <a href="#">Online referral form</a> Through an independent telephone service: +1 877 557 8685 (within the US) +1 770 776 5678 (worldwide); By e-mail at: <a href="mailto:reportmisconduct@undp.org">reportmisconduct@undp.org</a> By regular mail to: Deputy Director (Investigations), Office of Audit and Investigations, One UN Plaza, New York, NY 10017, USA
4	OHR	General enquiries about the UNDP Policy on harassment, sexual harassment, discrimination and abuse of authority (OHR) can be made by e-mail to: <a href="mailto:harassment.ohrfocalpoint@undp.org">harassment.ohrfocalpoint@undp.org</a> .
5	External sexual harassment helpline for reporting sexual harassment	External sexual harassment helpline details to be announced separately.

## **Annex 2. Definitions**

### **UNDP Personnel**

UNDP personnel includes any person working for UNDP under the following modalities:

- staff members holding a UNDP letter of appointment under the UN Staff Regulations and Rules;
- persons who do not have a UNDP letter of appointment including:
  - o independent contractors working with UNDP under Individual Contracts (IC);
  - o persons employed by UNDP under Service Contracts (SC);
  - o persons engaged by UNDP on a Reimbursable Loan Agreement or on a Non-reimbursable Loan Agreement;
  - o UN Volunteers (UNVs); and
  - o interns.

### **External personnel**

External personnel include persons working with UNDP or visiting the workplace, such as third party contract workers, personnel or employees of UNDP vendors, suppliers or cooperating partners and does not include UNDP Personnel.

### **Prohibited conduct**

Prohibited conduct, refers to workplace harassment, sexual harassment, discrimination and abuse of authority.

### **Workplace**

The workplace includes any UNDP facility, sponsored event, or any place where UNDP personnel are present during or outside working hours.

### **Complainant**

A complainant is a person who reports allegations of prohibited conduct under this policy. This may be the affected person (e.g., alleged victim) who is UNDP or external personnel, current or former, against whom the prohibited conduct has allegedly taken place.

### **Alleged offender**

The alleged offender is the person against whom allegations of prohibited conduct under this policy are made.

### **Colleague**

Colleagues are co-workers or UNDP personnel who are assisting an affected person or an alleged offender in any formal or informal process. Colleagues may also be staff members or personnel of a different UN agency, fund, programme or subsidiary organ of the UN represented in the duty station.

### **Abbreviations/Units**

- **OAI** is the Office of Audit and Investigations.
- **Ethics Office** is the *UNDP Ethics Office*, established pursuant to ST/SGB/2007/11
- **BMS** is the Bureau for Management Services.
- **LO/BMS** is the Legal Office.
- **OHR/BMS** is the Office of Human Resources.
- **Office of the Ombudsman** is the Office of the Ombudsman for the UN Funds and Programmes, which is part of the UN Office of the Ombudsman and Mediation Services; formerly referred to as the Office of Joint Ombudsperson

### **Annex 3. Examples of behaviour constituting harassment, sexual harassment, discrimination and abuse of authority**

#### **Harassment**

Harassment may be verbal or non-verbal, and may be physical in nature. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another person or persons or which create an intimidating, hostile and/or offensive work environment. Harassment does not have to be intentional or deliberate; rather it exists when it is perceived as offensive by a reasonable individual.

Examples of verbal harassment include:

- Verbal abuse, insults and name-calling;
- Using unwelcome 'pet' names, such as "honey", "doll", "babe", "princess", etc.;
- Shouting and aggressive behavior;
- Using a person as the constant or repeated target of jokes;
- Derogatory or offensive nicknames;
- Innuendo or other suggestive, offensive or derogatory comments or jokes about a person's gender identity or sexual orientation;
- Unwanted and/or demeaning comments on dress, appearance, or physical characteristics;
- Slandering or maligning another person's reputation by gossip, rumour and ridicule;
- Persistently making unwarranted critical or patronizing remarks in front of others or 'behind a person's back';
- Unwarranted, intrusive or persistent questioning about a person's ethnic or racial origin including their culture or religion;
- Repeated and unwanted notes, messages or calls;
- Notes, messages or calls that are abusive, threaten, insult, attempt to coerce, humiliate or intimidate;
- Leaving an abusive, insulting or threatening message in work spaces;
- Putting pressure on a person to participate in political or religious discussions of groups;
- Suggestive remarks about a person's clothing, body, hairstyle, appearance or any aspect of their person or personal possessions.

Examples of non-verbal harassment include:

- Social exclusion, isolation or non-cooperation at work;
- Hostility demonstrated through sustained unfriendly contact or exclusion;
- Repeated use of offensive gestures;
- Displays of offensive material including posters, photographs, cartoons, graffiti, objects, or messages left on notice boards, desks or common areas;
- Repeated giving of unwanted gifts or invitations;
- Repeated staring or aggressive facial expressions;
- Keeping or sending inappropriate screensavers that may cause offence to others;
- Spreading malicious rumors;
- Using e-mail, instant messaging or social media platforms to send abusive, threatening or insulting images to, or about, another employee or employees;

- Repeatedly isolating, ignoring or excluding someone.

Examples of physical harassment include:

- Unwanted, uninvited or inappropriate touching, patting, hugging or other physical contact (e.g. massaging a person without invitation or deliberately brushing up against them);
- Punching, hitting, pushing, slapping, kicking, or biting another person.
- Tripping another person;
- Throwing an object at another person or attacking a person with an object.

### **Sexual harassment**

While sexual harassment typically involves a pattern of behaviour, it can take the form of a single incident. Individuals regardless of gender identity can be complainants or alleged offenders.

Examples of sexual harassment include:

- Repeated requests or other forms of pressure for a sexual or other personal — rather than professional — relationship (e.g. repeated requests for ‘a date’);
- Unwarranted, intrusive or persistent questioning about a person’s marital status or sexual interests, history or orientation;
- Obscene messages sent by text message, email, video chat, social media platform or left on an answering machine or voice mail;
- Open or implied threat that submission to sexual advances will be a condition of some form of commendation, work status or access to promotion or development opportunity or positive performance evaluation;
- Remarks speculating about a person’s sexual activities or history, or remarks about one’s own sexual activities or history;
- Displays of material of a sexual nature (including pornography) including posters, pinups, cartoons, graffiti, objects, or messages left on notice boards, desks or common areas;
- A pattern of conduct, which can be subtle in nature, that has sexual overtones and is intended to create or has the effect of creating distress and/or humiliation in another person;
- Using unwelcome ‘pet’ names, such as “honey”, “doll”, “babe”, “princess”, etc.;
- Innuendo or other suggestive, offensive or derogatory comments or jokes about a person’s gender identity or sexual orientation;
- Unwanted, uninvited or inappropriate touching, patting, hugging or other physical contact (e.g. massaging a person without invitation or deliberately brushing up against them).

Rape, attempted rape, sexual assault, or any sexual act committed using coercion or without consent are criminal offences and should be dealt with in line with para 38.

### **Abuse of authority**

Examples of abuse of authority include:

- Unfair delegation of duties or request that an employee undertake personal services unrelated to their official duties;
- Excessive supervision and over-checking of a person's work;
- (Mis)Use of power or personal authority to force an individual not to exercise her/his right to complain, or raise concerns, about potential breaches of standards of conduct or ethical obligations;
- Regularly 'putting down' or singling out an individual and treating him/her differently, typically in a demeaning way;
- Regularly picking on an individual and/or group of people and making them the target of offensive language or gratuitous personal remarks, and/or offensive teasing;
- Regularly taunting, humiliating or embarrassing someone, or a group of people, especially in front of others;
- Forced or offensive or humiliating initiation rites or practical jokes, any or all of which may cause physical or psychological distress;
- Imposing sanctions or other forms of punishment without reasonable justification;
- Preventing an individual's progress by intentionally blocking or interfering with promotion for unjustifiable reasons;
- Reacting to a minor problem or issue with the same severity as a major one;
- Inappropriately disclosing or threatening to disclose confidential information about an individual, whether relating to personal or professional matters;
- Changing the duties or responsibilities of employees without reasonable justification;
- Over-monitoring an employee with malicious intent, such as deliberately focusing on 'tripping them up';
- Manipulating the nature of the work to undermine the person being bullied, such as by unfairly and unjustifiably overloading an employee with work, inappropriately withholding information, or repeatedly setting meaningless or trivial tasks;
- Inconsistent management style where some individuals are unfairly favoured over others;
- Persistently and inappropriately finding fault with a person's work and using this as an excuse to humiliate the person rather than trying to improve performance;
- Constantly picking on a person when things go wrong even when he/she is not solely or primarily responsible for any perceived shortfall in performance;
- Persistently making negative attacks on personal or professional performance or competence without good reason or legitimate authority;
- Persistently setting objectives with unreasonable or impossible deadlines or unachievable tasks;
- Asserting a position of intellectual superiority in an aggressive, abusive or offensive manner.

### **Discrimination**

Discrimination may be an isolated event affecting one person or a group of persons similarly situated, or may manifest itself through harassment or abuse of authority.

Any of the examples of harassment and abuse of authority above, when based on the person's race, sex, gender identity, religion, nationality, ethnic origin, sexual orientation, disability, pregnancy, age, language, social origin or other status, also constitute discrimination.

Examples of discrimination include:

- Not recommending or considering an employee for promotion or other advancement, or treating someone differently for any other purpose, e.g., development opportunities, working overtime, vacation, hours of work, exclusion from meetings, etc. because of race, sex, gender identity, religion, nationality, ethnic origin, sexual orientation, disability, pregnancy, age, language, social origin or other status;
- Derogatory or offensive nicknames based on a person's race, sex, gender identity, religion, nationality, ethnic origin, sexual orientation, disability, pregnancy, age, language, social origin or other status;
- Demeaning comments about a person's language, dress, or physical characteristics. This also includes criticizing people for items worn for religious or cultural reasons;
- Denigrating specific cultural or religious festivals, or making derisory comments against an individual's beliefs;
- Social exclusion on the basis of a person's race, sex, gender identity, religion, nationality, ethnic origin, sexual orientation, disability, pregnancy, age, language, social origin or other status;
- Jokes or inappropriate comments and questioning about a person's abilities;
- Unwarranted, intrusive or persistent questioning about a person's ethnic or racial origin including their culture or religion.