

Activity report 2021

Office of the
Ombudsperson
at WIPO



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This report was originally written in French. The holder of the post and author of this report is a man. In the French version, therefore, the post is referred to in its masculine form, *le médiateur*. In the English version the holder of the post and author refers to himself as *he*. Wherever possible, gender-neutral language is being used.



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The year 2021 and looking ahead

Method and standards

In this report, a **case** refers to a problem in the workplace that could potentially lead to conflict or has already done so. Cases are classified into categories, of which there are nine, as defined by the [International Ombudsman Association \(IOA\)](#).¹ This system of categories, which has been adopted by most United Nations and associated organizations,² allows for a common terminology to be used, thereby making comparisons possible and allowing each organization to position itself within its ecosystem.

The Office of the Ombudsperson at WIPO also takes note of the nature of the case when registering it: is it a matter of **preventing** a possible or probable conflict or, on the contrary, of **resolving** one that has already arisen? It would be preferable if the majority of requests concerned matters of prevention.

The activities³ of the Office of the Ombudsperson are guided by the IOA Code of Ethics and Standards of Practice.⁴ The fundamental principles, which must be observed without exception, are: **confidentiality, independence, neutrality/impartiality and informality.**

Workplace climate

As in 2020, the pandemic has had an impact on the way we work and on the number of requests submitted to the Ombudsperson. They totaled 80 in 2021, which remains below the pre-pandemic average of around 100 cases per year. Not all incidents are discussed with the Ombudsperson, so the actual number of cases is **higher** than that registered by the Office. Moreover, in an environment dominated by social distancing and virtual meetings, there is reason to believe that the **proportion of unreported cases** is higher than normal.

The **repetition** of certain patterns year after year reveals a possible presence of persistent trends, which could be said to be **systemic**. In the 2019 report, four years' worth of data were compiled, confirming the presence of such trends. In the reports of the following years (2020, 2021), cases arising amid the disruption caused by the pandemic were highlighted. Nonetheless, they confirm the findings of 2019.

The recommendations contained in the 2019 report went by partly unnoticed however, as the new administration was, logically so, focused on getting established, a task rendered more complex still by the pandemic.

1 The nine IOA categories are set out in detail in the annexes and discussed in the statistics section (pages 4 and following).

2 The International Committee of the Red Cross (ICRC), International Organization for Migration (IOM), European Organization for Nuclear Research (CERN), Office of the United Nations High Commissioner for Refugees (UNHCR), International Telecommunication Union (ITU), World Bank, World Food Program (WFP), International Monetary Fund (IMF), Food and Agriculture Organization of the United Nations (FAO) and others; a network of about 25 organizations that come together as United Nations and Related International Organizations (UNARIO).

3 A description of the activities can be consulted on the Intranet [here](#).

4 The IOA Code of Ethics and Standards of Practice are set forth in the annexes.

In the 2020 report, we resubmitted the recommendations of the previous year to restore their visibility. Under previous administrations the publication of the report has been primarily a formalistic exercise; for a change of culture at WIPO, it is critical that the publication of this report be set within a framework enabling an effective dissemination of its contents.

The administration now in office has stated that a new disposition to listen and to resolve problems and conflicts amicably is part of its vision, a welcome discourse that has been attentively noted by all staff. In light of the expectations thus created, it is imperative to take note of the fact that these precepts are not uniformly followed. In certain cases, isolated behaviors return, in some places deeper problems persist and undermine the discourse of change.

Dealing with conflict informally is seen as time and energy-consuming and even risky at times. Such attempts to handle conflict can be met with avoidance or outright refusal to engage, leaving the way open to potential abuses. Such behavior runs **counter to** the human-centered approach, much promoted since late 2019.

The desire to act

For there to be a change of culture, there must be **the desire** to engage and contribute. However, from the end of 2021 onwards, it is no longer exceptional, and this is of concern, to hear that this desire is eroding.

Patience is needed; profound change does not happen overnight. It is not enough however, to just to repeat this motto. The desire we are talking about, and this point is crucial, must be cultivated and maintained. It is up to **senior management** to create the right conditions for it. Proclaiming an open door policy is not enough, managers have a duty to go and find the fatalists and sceptics and bring them on board. As for all of us, we have a responsibility not to wallow in complacent passions or unconstructive criticism, we ought to seize every opening that the discourse of change creates.

Where there is no desire, there can be no creation, innovation or change!

Dialog, dialog and more dialog!

The key role played by dialog in a complex social setup such as our workplace has been underlined in every report since 2016. At the risk of repeating himself, the author underlines what has been mentioned above with the following simple observation: A **large majority** of the cases submitted to the mediator come up against this lack of commitment to the idea of amicable resolution.

By quickly and actively enabling the acquisition of the fitting skills and giving recognition to those who put them into practice, the organization would be making an investment that is currently not sufficiently leveraged. Most⁵ situations could thus be defused before they erupt in conflict. That would lead to a greater degree of **trust** between the parties, motivation and, therefore, productivity. This is what the *human-centered culture* is all about.

⁵ At the very least, 75 per cent.

In conclusion, and looking ahead

The substance of the 2021 report is, in essence, summed up in these three short pages. As regards the traditional recommendations, reference should be made to the previous reports, the main conclusions of which are still valid; these reports are [available here](#).

The following pages contain a quick, non-exhaustive overview of the data collected in 2021, along with some comments.

But let's say something now about the future express my own personal aspiration to see the much touted change permeate the entire organization and take root in the long term. By maintaining our efforts, a new, human-centered organizational culture is within reach. Running a complex organization such as WIPO requires making difficult decisions as well as changes that may be misunderstood or unpopular; needs must, as they say. But in an organization imbued with a sense of **justice and fairness**, each person lives confidently in the knowledge that one never may be treated as a discrete entity, here obsolete, there interchangeable, and elsewhere subjugated by pressure or apprehension.

Let us look ahead, to what 2022 may bring.

2021 in figures

Overview

Cases are grouped by IOA categories and by the nature of the request (conflict resolution or conflict prevention).

A single case⁶ (situations are often complex) frequently falls into several categories (usually two or three) at once. One category predominates and the case is recorded only under that dominant category. This is reflected in **Table 1**.

The Office also records the secondary categories in its statistics. The category Organizational, leadership and management, for example, is the dominating issue in 25 situations and that is reflected in **Table 1**. However, it is an issue in 45 situations in total.

Table 1

IOA categories	All cases	Resolution	Prevention
Total cases submitted in 2021	80		
a. Organizational, leadership and management	25	11	14
b. Job and career	18	6	12
c. Evaluative relationships (with a supervisory relationship)	11	7	4
d. Administration/service issues	6	1	5
e. Values, ethics and standards	6	3	3
f. Legal, regulatory, financial and compliance cases	5	2	3
g. Non-evaluative relationships (without supervisory relationship)	4	3	1
h. Compensation and benefits	3	1	2
i. Safety, health, well-being and ergonomics	2	1	1

A (short) summary of the IOA categories is provided below, in the order they appear in the table. They are further broken down into sub-categories, the details of which appear in the annexes:

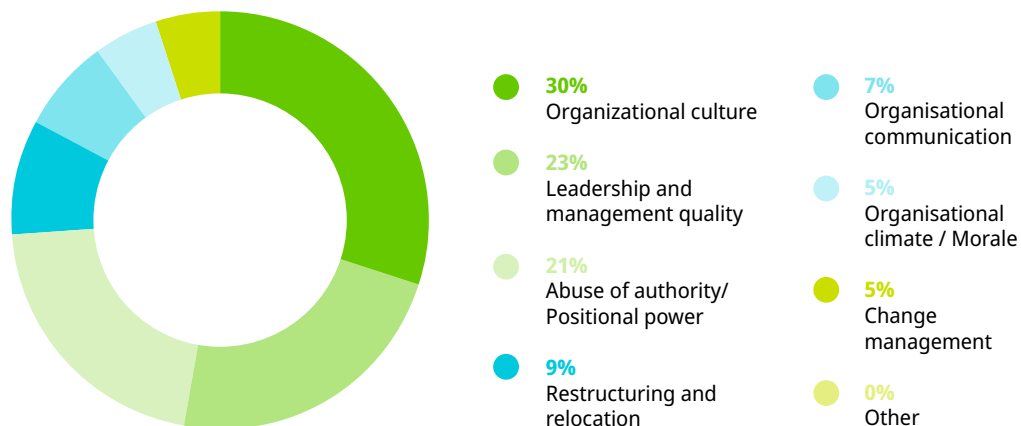
- a. Culture specific to the organizational culture, internal communication, management quality and style.
- b. Professional development, training, horizontal or upward mobility.
- c. Relationships between individuals linked by a hierarchical/supervisory relationship.
- d. Quality of services provided by the administration, diligence and equitable application of the rules.
- e. Conflicts of interest, compliance with standards of conduct and code of ethics.
- f. Harassment and sexual harassment,⁷ retaliation, fraud, corruption, procedural justice during investigations or in the event that disciplinary measures are applied.
- g. Compensation, insurance coverage, leave etc.
- h. Relationship between people without a hierarchical/supervisory relationship or between peers and colleagues.
- i. Work-life balance, stress, workload, safety at work.

In depth: the three main categories

Comments on the three main categories in **Table 1** are provided in the charts below (**Figures 1, 2 and 3**). Each of the three categories is broken down into sub-categories.

The organizational, leadership and management category: 25 out of 80 cases

Figure 1

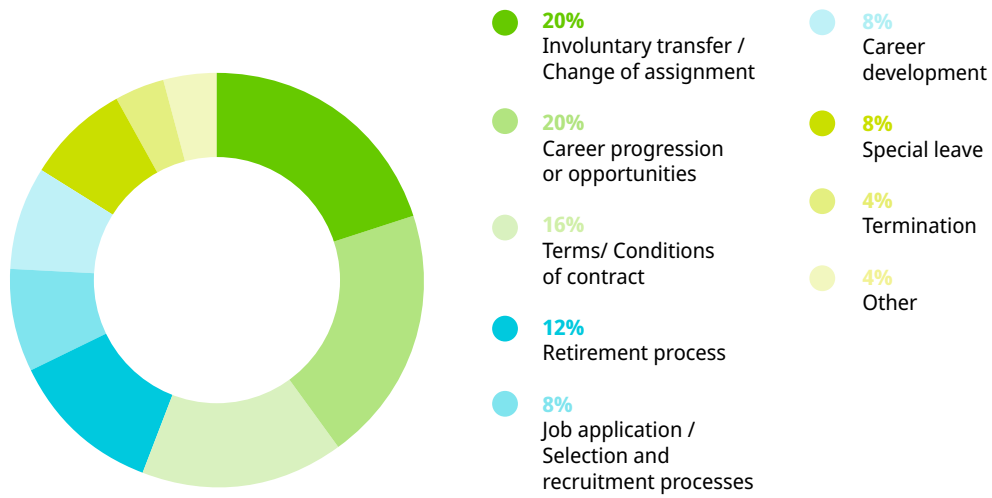


This category is consistently among the top three in the annual statistics. Recommendations relating to this finding have been addressed in previous reports (2019 in particular).

7 These two types of harassment are recorded separately.

The job and career category: 18 out of 80 cases

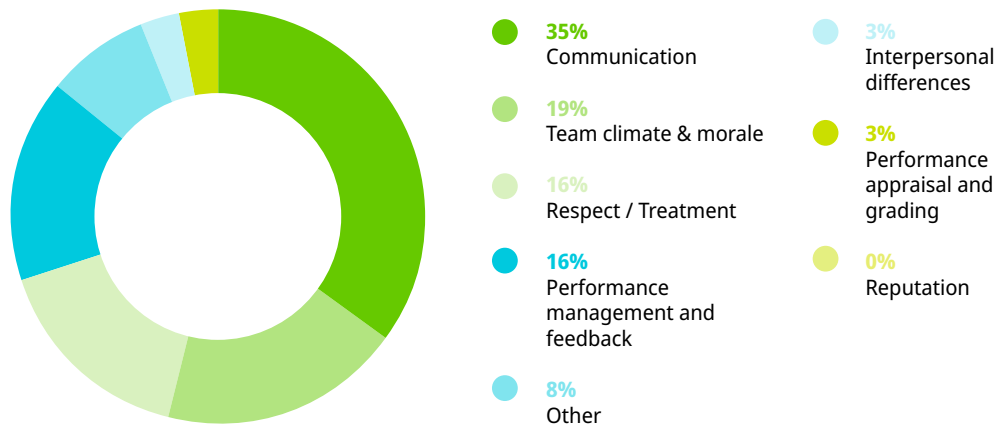
Figure 2



This category is rarely at the top of the annual rankings, so it seems risky to draw any conclusions here. At most, it can be assumed that the prolonged COVID crisis and the uncertainties arising from a new situation have an impact on this category. It will be interesting to see how this evolves in 2022.

The evaluative relationships category: 11 out of 80 cases

Figure 3



This category, like the first, usually appears among the top three. Recommendations relating to this finding have been addressed in previous reports (2019 in particular).

Other breakdowns

Breakdown of cases by gender

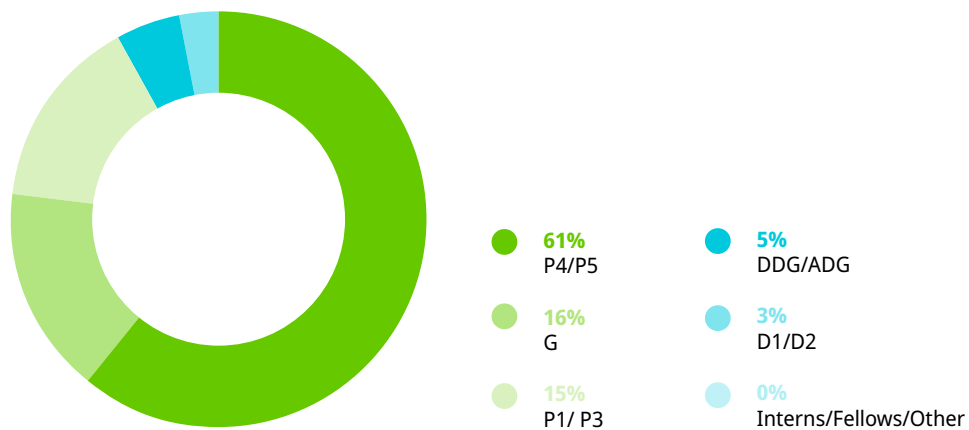
The number of requests submitted by women exceeds the number submitted by men. The persistence of that difference (which has been a documented constant since 2008) remains unexplained. Recommendations relating to this finding have been addressed in previous reports (2019 in particular).

Figure 4



Breakdowns of cases by professional grade

Figure 5

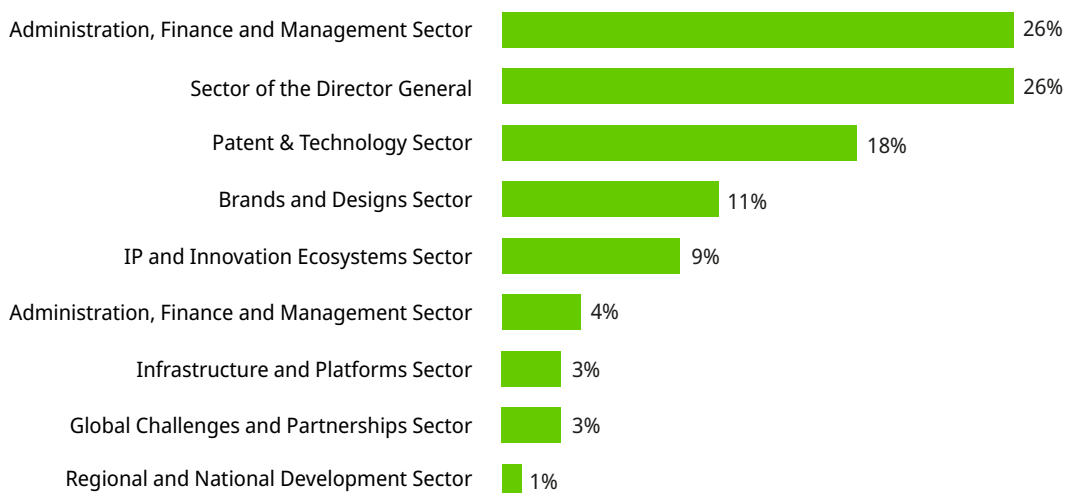


Breakdown of cases by administrative unit

The data below relate to the origin of the cases; they reflect the incidence of cases per administrative unit as a percentage of the total number of requests recorded in 2021. Only cases brought to the attention of the Ombudsperson are shown. Situations of conflict may have occurred in units that do not appear in the figure, but were not reported to the Ombudsperson.

The data are **not weighted** in line with unit staff numbers. Administrative units with many employees, such as the Patents and Technology and Administration, Finance and Management sectors, are usually and logically at the top of the ranking. The default breakdown is at the sector level.

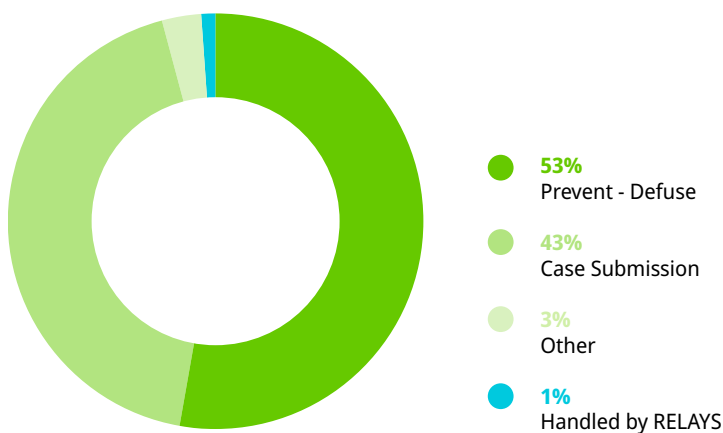
Figure 6



Breakdown by nature of request

Requests are recorded according to whether they are submitted with the intention of preventing conflict or because of the need to resolve a conflict that has already arisen. A high ratio of requests for prevention is *a priori* a favorable indicator.

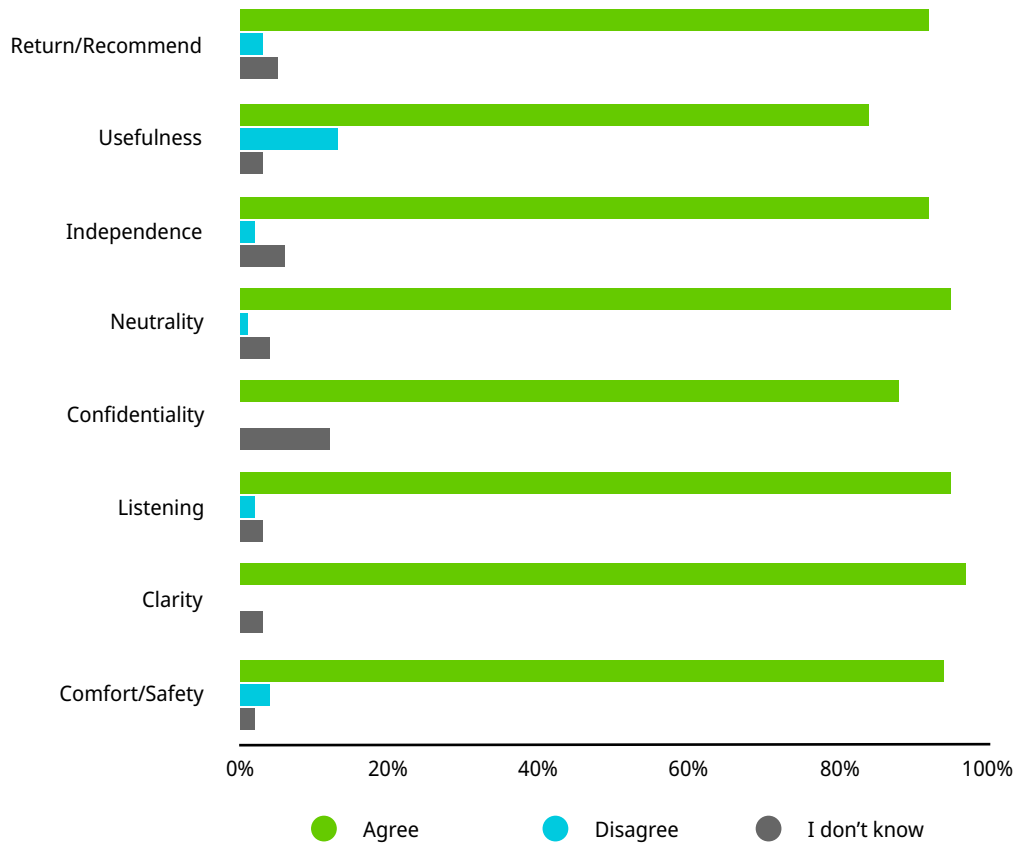
Figure 7



User evaluation

The figure below shows how users see the services provided by the Office of the Ombudsperson.

Figure 8



Users can provide feedback by filling in an anonymous online questionnaire. Aspects of feedback include:

1. *Return/recommendation*: The person will come back to the Ombudsperson if need be, or recommend that colleagues in difficulty meet with him.
2. *Usefulness*: The meeting with the Ombudsperson has had a concrete and positive effect.
3. *Independence*: The Ombudsperson acted independently.
4. *Neutrality*: The Ombudsperson has remained neutral and acts impartially.
5. *Confidentiality*: the Ombudsperson and the parties have respected confidentiality.
6. *Clarity*: The Ombudsperson has been able to make his function and mandate clear.
7. *Comfort/safety*: the Ombudsperson's approach is safe and inspires trust.

Activities

The activities and services are set out in detail in the [Intranet](#) pages of the Office of the Ombudsperson.

The main activity consists of conducting **confidential meetings**. The Ombudsperson should be contacted **directly** without going through the management or any particular department of the administration. Such contacts are absolutely confidential; **only the Ombudsperson** is informed.

How can you reach the Ombudsperson?

- Directly on site: GBI office 0.5
- By telephone: extension 7374 or mobile 079 447 11 71
- By email: marc.flegenheimer@wipo.int or ombudsperson@wipo.int

The Ombudsperson is a member of UNARIO,⁸ a professional network of ombudspersons working for United Nations agencies, the [World Bank](#), the International Monetary Fund ([IMF](#)) and related organizations such as the European Organization for Nuclear Research ([CERN](#)), the International Committee of the Red Cross ([ICRC](#)), and the [Global Fund to Fight AIDS, Tuberculosis and Malaria](#). In Geneva, an informal meeting of the local network is held every month. A global conference is held annually; in 2019 and 2020 it was held online. The WIPO Ombudsperson is a member of the Organizing Committee of the Global Conference. In 2021, approximately 30 international organizations participated in an online event, made up of several half-day sessions. The pandemic permitting, the conference will be held in person in 2022.

At WIPO, anyone may contact, informally and confidentially, a member of the **Relay Network** to obtain information on the internal justice system and on the various options for seeking assistance when faced with a workplace-related problem. The list of active relays can be found [here](#).

⁸ See also page 1.

Annexes

Annex I: IOA Standards of Practice

These principles and standards were developed by the International Ombudsman Association (IOA), of which the WIPO Ombudsman is an active member.

Independence

- 1.1** The Ombudsman Office and the Ombudsman are independent from other organizational entities.
- 1.2** The Ombudsman holds no other position within the organization which might compromise independence.
- 1.3** The Ombudsman exercises sole discretion over whether or how to act regarding an individual's concern, a trend or concerns of multiple individuals over time. The Ombudsman may also initiate action on a concern identified through the Ombudsman's direct observation.
- 1.4** The Ombudsman has access to all information and all individuals in the organization, as permitted by law.
- 1.5** The Ombudsman has authority to select Ombudsman Office staff and manage Ombudsman Office budget and operations.

Neutrality and impartiality

- 2.1** The Ombudsman is neutral, impartial, and unaligned.
- 2.2** The Ombudsman strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues. The Ombudsman advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.
- 2.3** The Ombudsman is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombudsman should not report to nor be structurally affiliated with any compliance function of the organization.
- 2.4** The Ombudsman serves in no additional role within the organization which would compromise the Ombudsman's neutrality. The Ombudsman should not be aligned with any formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombudsman. The Ombudsman should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue.
- 2.5** The Ombudsman has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration.
- 2.6** The Ombudsman helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

Confidentiality

- 3.1** The Ombudsman holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following:
The Ombudsman does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombudsman Office, nor does the Ombudsman reveal information provided in confidence that could lead to the identification of any individual contacting the Ombudsman Office, without that individual's express permission, given in the course of informal discussions with the Ombudsman; the Ombudsman takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, and even then at the sole discretion of the Ombudsman, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombudsman Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm, and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombudsman.
- 3.2** Communications between the Ombudsman and others (made while the Ombudsman is serving in that capacity) are considered privileged. The privilege belongs to the Ombudsman and the Ombudsman Office, rather than to any party to an issue. Others cannot waive this privilege.
- 3.3** The Ombudsman does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization regarding a visitor's contact with the Ombudsman or confidential information communicated to the Ombudsman, even if given permission or requested to do so. The Ombudsman may, however, provide general, non-confidential information about the Ombudsman Office or the Ombudsman profession.
- 3.4** If the Ombudsman pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombudsman does so in a way that safeguards the identity of individuals.
- 3.5** The Ombudsman keeps no records containing identifying information on behalf of the organization.
- 3.6** The Ombudsman maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information.
- 3.7** The Ombudsman prepares any data and/or reports in a manner that protects confidentiality.
- 3.8** Communications made to the ombudsman are not notice to the organization. The ombudsman neither acts as agent for, nor accepts notice on behalf of, the organization and shall not serve in a position or role that is designated by the organization as a place to receive notice on behalf of the organization. However, the ombudsman may refer individuals to the appropriate place where formal notice can be made.

Informality and other standards

- 4.1** The Ombudsman functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombudsman discretion – engaging in informal third-party intervention. When possible, the Ombudsman helps people develop new ways to solve problems themselves.
- 4.2** The Ombudsman as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate.
- 4.3** The Ombudsman does not make binding decisions, mandate policies, or formally adjudicate issues for the organization.
- 4.4** The Ombudsman supplements, but does not replace, any formal channels. Use of the Ombudsman Office is voluntary, and is not a required step in any grievance process or organizational policy.

- 4.5 The Ombudsman does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombudsman refers individuals to the appropriate offices or individual.
- 4.6 The Ombudsman identifies trends, issues and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them.
- 4.7 The Ombudsman acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training.
- 4.8 The Ombudsman endeavors to be worthy of the trust placed in the Ombudsman Office.

Annex II: IOA Code of Ethics

International Ombudsman Association (IOA)

Preamble

The IOA is dedicated to excellence in the practice of Ombudsman work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombudsman practice.

Based on the traditions and values of Ombudsman practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombudsman role and to maintain the integrity of the Ombudsman profession.

The Ombudsman shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

Ethical principles

Independence

The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

Neutrality and impartiality

The Ombudsman, as a designated neutral, remains unaligned and impartial. The Ombudsman does not engage in any situation which could create a conflict of interest.

Confidentiality

The Ombudsman holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

Informality

The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

Annex III: IOA Case Reporting Categories

1. Compensation and benefits

- a. Compensation: Rate of pay, salary amount, job salary category.

- b. Payroll Administration.
- c. Pension.
- d. Leave: annual; sick; maternity; excluding special leaves, sabbaticals, suspension for disciplinary reasons.
- e. Health Insurance and Medical Entitlements (including medevac, DSA, companion ticket, etc....).
- f. Dependent Benefits (including child education grant).
- g. Taxes.
- h. Recruitment Entitlements (relocation grant; shipment; etc....).
- i. Separation Entitlements (repatriation grant; shipping; severance indemnities, etc....).
- j. Travel Entitlements (ticket, DSA, hotel, excluding medical travel).
- k. Special Operations/Hazard Entitlements (including R&R).
- l. Other.

2. Evaluative relationships

(Excluding harassment, discrimination and retaliation.)

- a. Interpersonal Differences, interpersonal conflicts involving differences in personalities/suspicions of hidden motives/mistrust/different work styles.
- b. Respect/Treatment: Demonstrations of inappropriate regard for people, not listening, dismissive or rude behavior, unfair or preferential treatment.
- c. Reputation: Potential impact of rumors or gossip about professional or personal matters.
- d. Communication: Quality or quantity of communication.
- e. Team Climate and Morale: Prevailing norms, behaviors or attitudes in work unit.
- f. Performance Management and Feedback: supervisory effectiveness in performance coaching, work assignment and support; feedback (or lack of) given outside of regular performance appraisal.
- g. Performance appraisal and grading: Disagreements with the fairness of performance evaluation or grading.
- h. Other.

3. Peer and colleague relationships

(Excluding harassment, discrimination and retaliation.)

- a. Interpersonal differences, interpersonal conflict involving differences in personalities/suspicions of hidden motives/mistrust/different work styles.
- b. Respect/treatment: Demonstrations of inappropriate regard for people, not listening, dismissive or rude behavior, unfair or preferential treatment.
- c. Reputation: Potential impact of rumors or gossip about professional or personal matters.
- d. Communication: Quality or quantity of communication.
- e. Team Climate and Morale: Prevailing norms, behaviors or attitudes in work unit.
- f. Other.

4. Job and career

- a. Job Application/Selection and Recruitment Processes: recruitment and selection processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection.
- b. Post Classification and Description.
- c. Involuntary Transfer/Change of Assignment: Removal from prior duties, unrequested change of work tasks.
- d. Terms/Conditions of Contract: Position security/Ambiguity/Contractual limitations
- e. Career Progression or Opportunities: Delay/Denial of promotion; lack of opportunities for career advancement.
- f. Rotation and Duration of Assignment: Non-completion or over-extension in a job or location; area of rotation.
- g. Resignation.

- h. Termination.
- i. Non-renewal of Contract.
- j. Abolition of Post.
- k. Career Development: Coaching/Mentoring/Training/lack of opportunities for skill development.
- l. Retirement Process.
- m. Special Leave: Approval of return from SLWOP, SLWFP, excluding suspension for disciplinary reasons.
- n. Loan/Secondment/Transfer: Inter-agency mobility; terms of loan, return from loan.
- o. Other.

5. Legal, regulatory, financial and compliance

- a. Criminal Activity: Threatened, planned, observed; fraud.
- b. Waste and abuse of funds: Inappropriate actions that abuse or waste, organizational finances, facilities or equipment; property damage.
- c. Harassment (Excluding Sexual): Behavior that creates a hostile or intimidating work environment; bullying/mobbing, abusive, threatening or coercive behavior.
- d. Sexual Harassment: Unwelcome sexual conduct.
- e. Discrimination (Excluding Gender): Different treatment compared with others or exclusion from some benefit on the basis of race, age, national origin, religion, etc....
- f. Gender Discrimination: Different treatment compared with others or exclusion from some benefit on the basis of gender
- g. Retaliation: Punitive behaviors for previous actions or comments; whistle-blower.
- h. Investigative/Disciplinary processes: Fairness/duration/adherence to rules and regulations during investigations /disciplinary measures.
- i. Visa Status: Issues arising in acquiring or relinquishing travel or residency status for international staff members or their dependents.
- j. Geographical and Gender Representation: non-compliance with policy or issues arising from the application of policy.
- k. Other.

6. Safety, health, wellbeing and physical environment

- a. Safety: Physical safety, injury.
- b. Meeting local requirements for training and equipment, including transportation.
- c. Physical Working/Living Conditions: Temperature, odors, noise, available space, smoking, ergonomics.
- d. Lighting, cleanliness, etc.
- e. Security: Adequate lighting, metal detectors, guards, access to building by outsiders, anti-terrorists measures.
- f. Work/Life: Issues with flexible working arrangements/schedules
- g. Stress deriving from work related issues: Post-Traumatic Stress.
- h. Disability and Accessibility: Temporary, permanent, reasonable accommodation, assistive technology.
- i. Other.

7. Services/administration

- a. Quality of Services: How well services were provided, accuracy or thoroughness of information, competence.
- b. Responsiveness/Timeliness: Response time or time to completion.
- c. Interpretation or Application of rules: Impact of administrative actions based on the interpretation of policy.
- d. Behavior of Service Provider(s): How an administrator or staff member spoke to or dealt with a constituent, customer, or client, e.g., rude, inattentive, or impatient.
- e. Other.

8. Organizational, leadership and management

- a. Organizational Climate/Morale.
- b. At the organizational level: distinct from 2e) and 3e).
- c. Organizational Culture.
- d. Organizational Communication: Content, style, timing, effects and amount; quality of communication about strategic issues at the organizational level (distinct from 2d) and 3d).
- e. Change Management: making, responding or adapting to organizational changes, quality of leadership in facilitating.
- f. Restructuring and Relocation: effects of reprofiling, organizational/unit downsizing relocation or reorganization.
- g. Leadership and Management (Quality/Capacity of Management): Quality/capacity of management/leadership decisions; management styles; accountability and transparency, priority setting and/or funding.
- h. Abuse of Authority/Positional Power: Improper use of a position of influence, power or authority against subordinates.
- i. Other.

9. Values, ethics and standards

- a. Core values: non adherence to core organizational values (integrity, professionalism, respect for diversity).
- b. Accountability and transparency: issues with taking personal ownership for responsibilities and deliverables/operating in compliance with organizational rules and regulations, secrecy.
- c. Personal conduct: issues with fulfilling private obligations, respecting local laws and using the privileges and immunities of the organization.
- d. Conflict of Interest: appearing to benefit improperly or to have a third-party benefit improperly from certain associations, relationships or financial interests (including honors, gifts or remuneration; favoritism to family or friends; outside employment/activities; business interests...).
- e. Use and Protection of Information: using or divulging confidential information without proper authorization.
- f. Other.



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