



**WORLD BANK GROUP**  
Ethics & Internal Justice Services



# Code of Ethics

Public Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized



## MESSAGE FROM

# The World Bank Group President

With the world facing an onslaught of intertwined challenges — challenges moving faster than many of us ever could have imagined — our work is more important and often more difficult than ever. One thing that never wavers, is our commitment to decency.

Living by the World Bank Group's Core Values — impact, integrity, respect, teamwork, and innovation — helps guide our decisions and our actions as we work to create a world free of poverty on a livable planet.

Our Code of Ethics is an important resource for all staff. It articulates the norms and behaviors that we should expect of ourselves and one another as we interact with colleagues, clients, partners, and communities at large. We all should continually strive to embody the Code's guiding principles, to lead by example with fairness, transparency, and honesty.

Only by prioritizing our values can we hope to build a workplace culture where we all are inspired to do our absolute best every day to improve the lives of people around the world.



**Ajay Banga**

President, World Bank Group

## MESSAGE FROM

# Vice President, Ethics and Internal Justice Services and Chief Ethics Officer

To foster a values-based institution, in 2020 the World Bank Group adopted a Code of Ethics centered around our corporate core values. This marked a prominent shift in our workplace culture, moving beyond mere compliance with staff rules or policies to defining the behavioral standards that reflect the voice of staff and what we stand for as an institution.

By articulating what our core values mean in practice, the Code of Ethics serves as a guide for all WBG staff when navigating ethical dilemmas. It touches on a range of issues such as respectful and fair treatment of others, practicing diversity and inclusion, managing personal conflicts of interest, creating a safe space for learning and innovation, to name but a few. And to ensure its continuing relevance, the Code of Ethics is refined periodically to reflect timely institutional priorities or other important developments in the context of our work.

Through prevention — including advice, guidance, and training — and conflict resolution, the Ethics and Internal Justice Services proactively support staff in understanding and upholding our ethical standards so they may focus with urgency on the WBG's mission. We remain firm in our commitment to promoting a respectful and inclusive workplace culture and access to justice for all in the WBG.



**Lisa Rosen**

Vice President, Ethics and Internal Justice Services and Chief Ethics Officer

## MESSAGE FROM

# The Chair of Staff Association

A key element of the mission of the Staff Association is to build community and foster a sense of common purpose among staff. Ethical behavior is at the heart of this community. It's what keeps it strong and inclusive, and what makes us proud to work here.

The Code of Ethics reminds us of the values we all need to strive for — what we collectively and individually need to demonstrate and promote in our professional and even personal lives. It operationalizes our core values and articulates how we work together and interact. At the same time, the Code helps us identify and call out behaviors that are inconsistent, a key element of accountability.

The Staff Association worked closely with EBC (now part of Ethics and Internal Justice Services) in developing the first statement of Core Values, and we continue to work closely with EIJ and other stakeholders to revise and update the document to reflect further thinking and discussion on issues of importance to staff throughout the institution. Work done by the Bank's Anti-Racism Task Force, as well as ongoing discussions about the importance of managerial accountability and the fear of retaliation among staff, have inspired some revisions to the current Code of Ethics. This is a living document, and we will continue to review and revise it to better reflect our core values. But committing these values to paper is only the first step. It is then up to each and every one of us to uphold these values and translate them into action.



**Talib Ismail**

Chair, World Bank Group Staff Association



# WORLD BANK GROUP

## Core Values

-  impact
-  integrity
-  respect
-  teamwork
-  innovation



## TABLE OF CONTENTS

Message from the President .....	i
Message from the Vice President, Ethics and Internal Justice Services and Chief Ethics Officer .....	ii
Message from the Chair of Staff Association .....	iii
The Code: Purpose and Scope .....	2
Impact .....	4
Integrity .....	8
Respect .....	16
Teamwork .....	24
Innovation .....	28
In Closing: Using the Code and the values to guide you .....	31



# The Code: Purpose and Scope

The World Bank Group (WBG) is one of the world's largest sources of funding and knowledge for developing countries. Our mission is to reduce poverty and increase shared prosperity across the globe. As a leader among the international development community, how we accomplish our mission is as important as the mission itself. Our values guide everything we do, everywhere we work. They remind us — and anyone working with us — of who we are, what we stand for, and how we get things done. They enable us to hold ourselves to the highest standards. They are our inspiration and our guide.

This document, the **World Bank Group Code of Ethics** (“the Code”), is derived directly from our core values. The Code sets out broader principles that align with our values. It describes the ethical norms and behaviors that the WBG expects from each of us as staff, and that each of us should expect of ourselves, from one another, and from the Institution. Throughout the document, links to appropriate resources that provide more detail are provided. The Code should be considered a living document that may be reviewed and updated over time.

**The Code is complementary to our Staff Rules.** The Staff Rules provide more detail on many of the topics addressed in the Code and are the basis for determining misconduct and disciplinary sanctions.

## Who is this Code for?

The Code applies to all WBG staff — including regular staff, consultants and temporaries — and it is relevant to anyone who contributes to the work of the WBG. Although many clients, partners, vendors or representatives of civil society may have their own codes or principles, the WBG expects that anyone who is involved in our activities act in ways that are consistent with our Code.

Within the WBG, everyone, everywhere — regardless of role or seniority — should be familiar with the Code, uphold the values, and demonstrate the behaviors articulated in the Code.

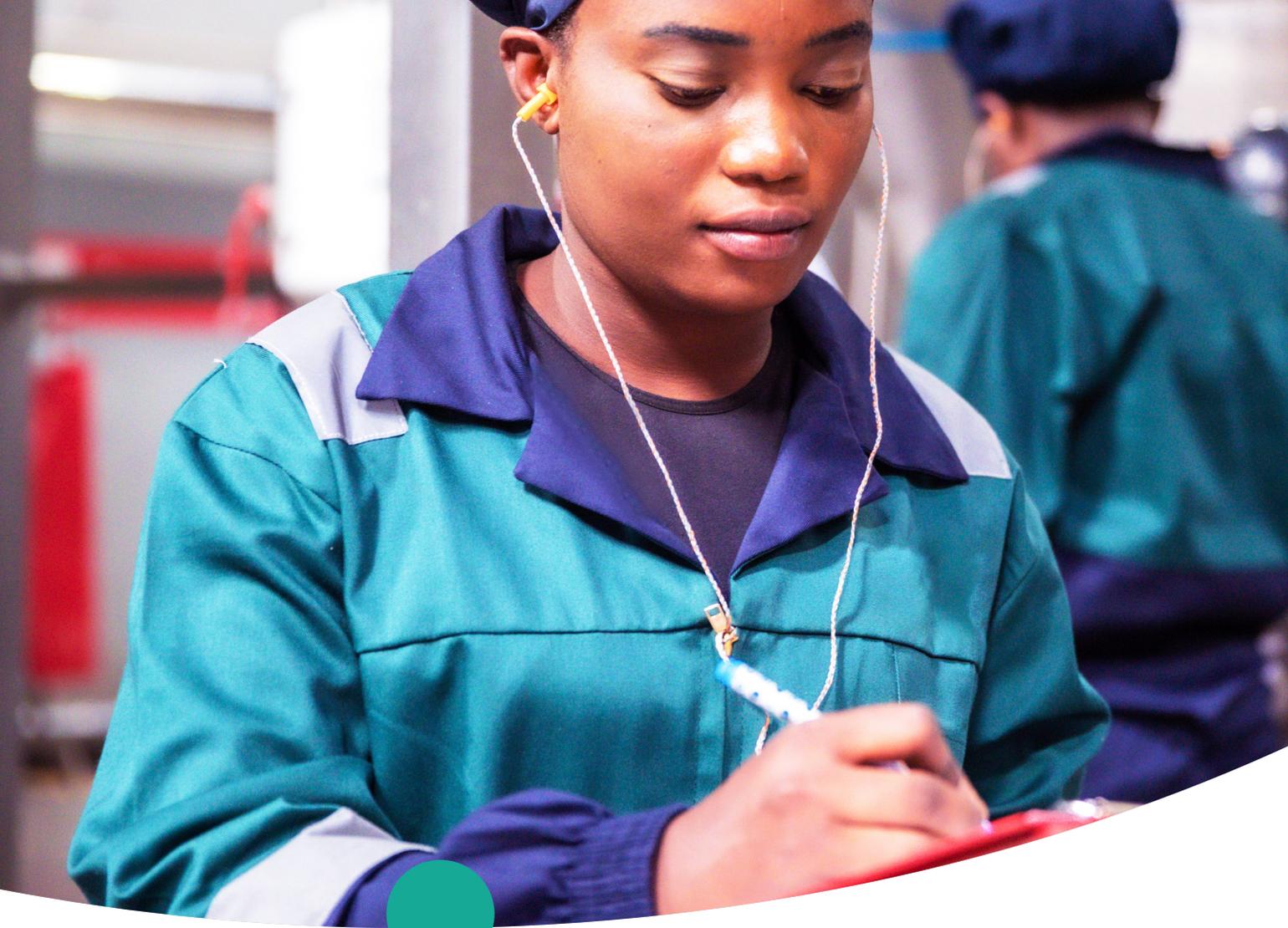
## What if the Code sets out principles different from my national law or custom?

WBG staff work in over 130 locations across the globe, with a wide range of cultural frameworks. As such, some practices that may be considered normal or legal in one location may not meet the standards we strive for at the WBG. Staff should follow this Code where it differs from national law or practice, unless national law holds individuals to a higher standard or it is illegal to do so.

## WBG STAFF RULES

All staff must adhere to our Staff Rules and relevant policies and procedures within the WBG’s Policies and Procedures Framework. Violations of the Staff Rules are serious and can result in disciplinary sanctions.

► **You can go to the Resource Page to access the Policies and Procedures Framework and Staff Rules.**



# Impact.



We use our convening power, commitment to excellence, and deep professional expertise to facilitate outcomes that reduce poverty and improve people's lives.

We make decisions that prioritize impact over politics or process.

We stay at the cutting edge in our fields of expertise.

We leverage the best knowledge and expertise available, from within and outside the WBG.

We partner with our clients with flexibility and agility.

**We help our clients solve their greatest development challenges.**

Impact is directly linked to our mission of reducing poverty and increasing prosperity, and we approach our work with the goal of achieving the highest possible impact. We leverage the resources available in efficient and effective ways and, at times, make decisions that may not be easy or popular. We change and adapt our approaches to thinking, design, and implementation as required to respond to clients' development needs.

We stay at the forefront of our field by learning, developing, and implementing best practices, consistent with our mandate. We partner with external organizations, foster communities of practice, and bring together robust professional networks, both internally and externally.

Our dedication to excellence means that we are prepared to take informed risks in order to provide the most appropriate solutions for our clients, rather than only relying on what has worked in the past. We look for new ways of working whenever it improves our relevance, effectiveness, and efficiency.

We welcome diversity of views, recognizing that perspectives of staff from different backgrounds (see the list of diversity on page 19) as well as contract status, and geographic location — leads to greater impact in our work through higher levels of engagement and creativity.



## THE ENVIRONMENTAL & SOCIAL FRAMEWORK AND IFC PERFORMANCE STANDARDS

All WBG projects must adhere to guidelines on environmental and social standards.

► **To learn more, go to the Resource Page.**

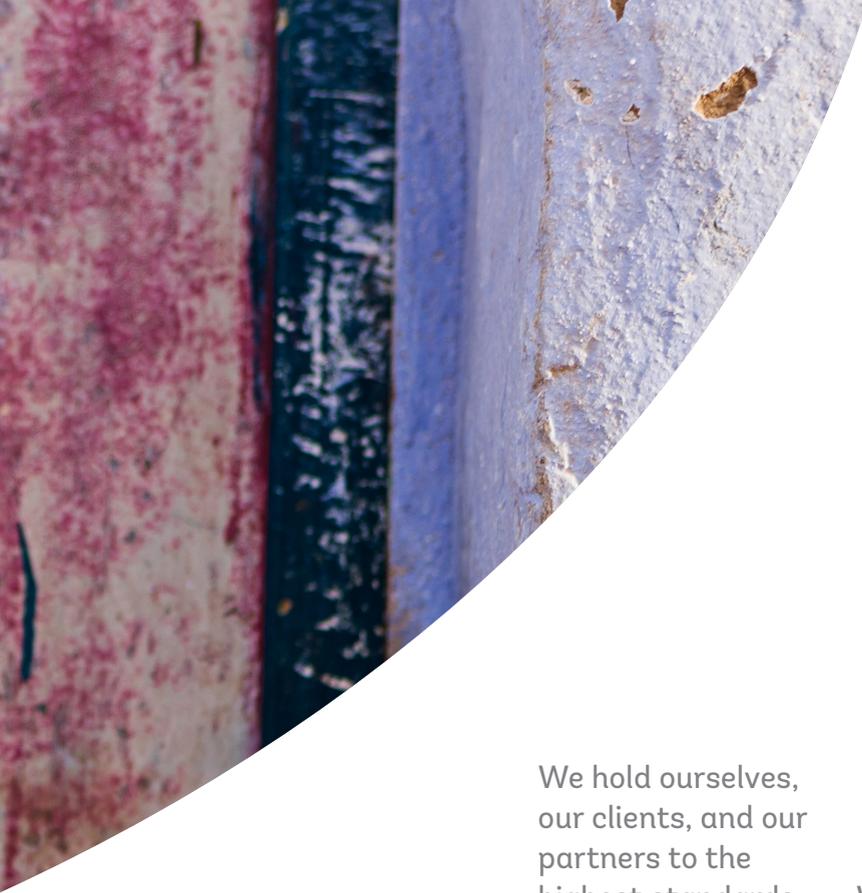
We embrace change and remain adaptable and nimble. We adopt new technologies and approaches when they improve our contribution to development. We seek objective and well-defined evaluations of our work and its impact. When results do not meet our expectations, we do not make excuses, but rather, make changes to our approach.

We strive for positive impact on the environment and on Indigenous Peoples and local communities — whose perspectives we seek through meaningful consultation — in our operations, by prioritizing projects that tackle issues of climate change, environmental and social sustainability, fragility, and gender-based violence.

We respect human rights and do not condone forced, bonded, or child labor. In addition, we strive to apply environmental and social safeguards and standards in everything we do. We take responsibility for the impact of our actions on our local environment and communities, and we look for ways to minimize waste and make positive differences wherever we can.



**Integrity.**



We hold ourselves, our clients, and our partners to the highest standards for responsibility, accountability, and quality.

We put the interests of the WBG and our clients first.

We ensure our words are consistent with our actions.

We take ownership for our actions and decisions.

We communicate with honesty and transparency.

We question actions that are inconsistent with our values.

**We do what is right.**

**WBG staff are expected to demonstrate personal commitment to ethics and professionalism in carrying out our duties. This applies to how we work with one another within the WBG, and with our clients, vendors, and partners. We look to our clients, vendors, and partners to uphold the same standards of ethics and professionalism.**

As staff, we commit to adhering to the WBG's rules and regulations, and to abiding by the laws of the countries where we reside or operate. We fulfill our legal and personal obligations.

We do not accept, offer, or facilitate improper payments or bribes.

We prioritize the interests of the WBG and our clients above our own personal gain. This includes protecting the reputation of the WBG. We are truthful in all aspects of our work, including administrative, corporate, or operational, and in acknowledging and disclosing inaccuracies or discrepancies when we are aware of them. We mitigate personal conflicts of interest that include (but are not limited to) asset ownership, business relationships, outside activities, political interests, personal and family relationships, and, when necessary, seek guidance from the Ethics and Internal Justice Services (EIJ). We are careful with the resources entrusted to us, and we do not use our positions at the WBG for personal gain.

Building and preserving trust among our colleagues and with our clients is essential in acting with integrity. We aspire to do what we say, to deliver what we promise, and to be transparent and pragmatic about our commitments. We share relevant information clearly, accurately, and honestly, and we are accountable for the intention behind our actions and words. We are willing to make the right decisions even when it may be difficult or

## **WHAT IS A PERSONAL CONFLICT OF INTEREST?**

A personal conflict of interest refers to a situation where our personal interests may interfere with our ability to perform official duties in an impartial manner. Whether conflicts are real or perceived, these situations need to be managed in order to protect our individual and the WBG's integrity, independence, and reputation.

unpopular to do so, and we are honest and truthful about how decisions are made.

When decisions result in unplanned or undesired outcomes, we do not hide the outcomes or assign blame. Rather, we take accountability, acknowledge mistakes, and work towards constructive remedies. We are aware that our actions and words can be perceived differently, and self-correct when needed.

Any WBG staff member who suspects or is made aware of a misconduct by another staff member, client, or partner is encouraged to raise it with their manager or report it to EIJ or INT as appropriately described under Staff Rule 3.00 and Staff Rule 8.01. Issues that staff are encouraged report to EIJ include, but are not limited to, harassment (including sexual harassment); retaliation; abuse of authority; discrimination (including racism and racial discrimination and discrimination based on other personal attributes — see the full list on page 19); theft; and abuse or misuse of Bank Group funds related to travel, benefits, allowances, P-Card, petty cash, or property. Issues that can be reported to INT include, but are not limited to, sanctionable practices (corruption, fraud, collusion, coercion, and obstruction) and abuse of position for personal gain.

A staff member has a duty to report suspected fraud or corruption to their line management or INT. A manager who suspects or receives a report of suspected fraud or corruption has an obligation to report it to INT. A manager who suspects or receives a report of suspected misconduct described above (under EIJ's jurisdiction) has an obligation to report it to EIJ.



## Protection against retaliation

The WBG does not condone retaliation, which is defined as any form of retribution or threat of retribution taken against an individual who engages in one of the three following protected activities: reports an allegation of misconduct to INT, EIJ, or a manager, cooperates with or provides information in a related investigation, or uses any of the resources of the WBG EIJ services.

**Managers — including executive leaders, directors, and managers — have additional responsibility** as role models to model what is right, to regularly communicate with staff about the values and the Code, and to ensure that staff have access to resources that support staff to live by the Code. Managers are also expected to provide a safe space for those who have questions and seek clarity, who are overcommitted and need support, whose ideas may provoke controversy or who raise dissenting views. Staff who raise good faith concerns about potential harassment, abuse of authority, discrimination or other inappropriate behavior are protecting the interests of the WBG. As such, the WBG will make every effort to protect staff from retaliation for reporting concerns in good faith.

While there are some actions and responsibilities that apply only to tagged managers, the general principles of role modeling and creation of an environment that is conducive to practicing the Code apply to all those who have supervisory responsibilities over others or a leadership role. Find out more in Leaders Guide to Code of Ethics and other resources in the Resources Section.

## PROTECTION FOR WHISTLEBLOWERS

The WBG protects “whistleblowing,” which means we encourage staff to report in good faith “suspected misconduct that may threaten the operations or governance of the World Bank Group,” typically linked to corruption or fraud.

Whistleblowers can expect the same quality in their relationships with their colleagues and managers after they have come forward. Managers and colleagues should continue to provide whistleblowers with support, guidance, and collegiality based solely on professional considerations, and not on their status as whistleblowers.

► You can find the link to **Protections and Procedures for Reporting Misconduct (Whistleblowing) in the Resource Page.**



## Q&As

### **Can I accept a gift offered by a client or someone from a partner organization?**

**A.** While the WBG recognizes that gifts may be part of interactions with clients and partners, we need to be aware of both the real and perceived potential conflicts of interest that might arise. You may not accept gifts, regardless of value, that could be perceived as intending to influence your work decisions, or that could cause reputational harm to the WBG.

In exceptional cases, you may accept a gift, for example, if the gift is presented in a public forum and/or refusal would cause offense or embarrassment to the giver. In these cases, the gift may be

accepted on behalf of the WBG rather than in a personal capacity. If valued at more than \$100, the gift would need to be declared to Global Corporate Solutions (GCS). Gifts valued at less than \$100 may also be accepted so long as they do not otherwise cause reputational harm to the WBG or create a perception that it would influence your work decisions. The cumulative value of all gifts from the same individual or entity, however, cannot exceed \$100 in a 12-month period.

► **If you have any questions related to the acceptance of gifts from vendors, please go to the Resource Page for the link to Staff Rule 3.01.**



## Q&As continued

### Can I help a friend or family member get a job at the World Bank Group?

**A.** As staff members of a publicly funded international organization, we all have a role to play in ensuring that employment decisions are made solely on the basis of merit and not due to a personal or family relationship. As such, you are not allowed to advocate for your spouse, domestic partner, or eligible close relative who is applying for a job at the WBG. Your immediate relatives — including a sibling, parent, child, aunt/uncle, nephew/niece — may not be employed at the WBG in any capacity. There is an exception specifically for spouses and partners, who can work at the WBG, provided that they do not have

a reporting relationship and their duties are not likely to bring them into routine professional contact.

As for friends, it would not be appropriate to advocate for the hiring of individuals with whom you only have a personal relationship and do not have a basis for assessing their professional qualifications.

► You can find the link to Staff Rule 4.01 on family relationships in the Resource Page.

### If I suspect misconduct, am I required to report it?

**A.** Any staff member who suspects corruption or fraud in WBG projects or activities is obligated to report it to INT.

For other types of potential misconduct such as abuse of authority, bullying or harassment, staff are encouraged to report it to a manager or to EIJ. If you are a tagged manager, however, you are obligated to report all suspected misconduct to EIJ, whether it is reported to you or you become aware of it in any other way.

**I recently shared with my manager a concern that a colleague may be falsifying her travel claims, and that I reported the matter to EIJ. I now sometimes get the feeling that my manager is treating me differently since then. She has not included me in a few meetings that included discussions of projects I work on. And she has not invited me to our regular one-on-one check-ins. I am afraid this is affecting my ability to deliver my work and potentially may impact my career development long-term. What can I do to make sure I am protected?**

**A.** All staff are protected from retaliation under Staff Rules 3.00 and 8.02. "Retaliation" can take many forms including managerial decisions such as termination, non-renewal of contracts, denial of promotion, exclusion from work, verbal and written reprimand, and threat of retaliation. Staff who report suspected misconduct or otherwise participate or provide information in EIJ or INT investigative proceedings or use the EIJ services are considered to have engaged in a "protected activity" that triggers these protec-

tions. This prohibition extends to retaliation against any person because such person was believed to be about to report misconduct or believed to have reported misconduct, even if such belief is mistaken. These protections apply to all staff, including short-term staff, as well as outside parties, such as contractors and their employees, agents or representatives, and any other persons engaged in dealings with the WBG.

If staff are concerned that they may be experiencing or will in the future face negative repercussions for their involvement in a protected activity, they should contact EIJ or Staff Association. Retaliation is misconduct and may lead to disciplinary sanctions if established. Where there is a risk of retaliation, EIJ can work with management and HR to implement interim protections to safeguard the interests of staff members. Protective measures can include monitoring for retaliation or reprisal, or temporary reassignment of the affected staff to another unit or manager based on agreement. Such measures as reassignment will be implemented only with the staff members' consent. In certain circumstances, an alleged offender may be placed on administrative leave. Where appropriate, such as where a staff member who participated in an EIJ investigation has concerns and requests it, EIJ's Anti-Harassment Coordinator (AHC) may raise the concerns with the relevant manager and director, remind them about prohibition against retaliation, and monitor the situation.



**Respect.**



We treat everyone with dignity and compassion.

We embrace diversity and pursue inclusion of backgrounds, identities, cultures, working styles and perspectives.

We remain humble in carrying out our mission.

We support the work-life balance of our colleagues across the globe.

We apply policy and standards with fairness and consistency.

We promote sustainable solutions in our operations and in our work environment.

**We care for our people, our clients, our partners, and our planet.**



## Respect

The WBG is inclusive and welcoming of differences. We take steps to create a culture where we actively foster a sense of inclusion and belonging. We listen to our staff, clients, and partners with open minds, including those with whom we may disagree. We acknowledge that we all have biases and flaws, and we recognize and overcome them to the best of our ability. We treat others as they would like to be treated.

We seek objectivity and consistency in designing and implementing our policies. This means recognizing and rewarding our staff based on merit, as well as applying rules and policies with fairness and consistency for all staff. This is especially relevant in all career defining decisions such as recruitment, performance evaluation, assignments and re-assignments, and progression.

As WBG staff, we are mindful that we represent the organization at all times, and therefore are expected to behave with professionalism, courtesy, and tolerance when dealing with others. We approach our work with humility; we listen carefully and speak kindly with colleagues, clients, partners, vendors, other service providers, and members of the public. Though we are headquartered in the United States, we work all over the world, and this requires us to be mindful of local customs, traditions, and different work cultures.

We protect and nurture our collective and individual differences so that we reflect the societies and the world we serve, make better decisions, and more effectively meet the needs and expectations of our clients and stakeholders.

We consider differences to be strengths, whether they are related to race, ethnicity, culture, national/country of origin, ancestry, nationality, gender and gender identity, sexual orientation, age, education, marital/family/parental status, pregnancy, health status, disability, religion, political

### **THE WBG IS COMMITTED TO FIGHTING RACISM AND RACIAL DISCRIMINATION IN ALL ITS FORMS.**

► Go to the Resource Page to find the link to the WBG Anti-Racism Task Force.

### **WBG STATEMENT OF COMMITMENT TO DIVERSITY AND INCLUSION**

The WBG is committed to offering staff a work environment that is characterized by openness, trust, respect, creativity, motivation and innovation. Respecting and valuing our differences is key to our collective success.

► Go to Resource Page to find the link to the WBG Statement of Commitment to Diversity and Inclusion.

## WBG DOES NOT TOLERATE HARASSMENT OR SEXUAL HARASSMENT IN THE WORKPLACE

► To learn about policy and measures being taken to prevent and address these issues, go to the Resource Page.

affiliation, native language, social and economic status, or any other characteristic.

Respect extends to the demands we place on one another. We recognize that we all have both professional and personal responsibilities; we have friends and families and are all members of local communities. As such, we help one another to preserve these aspects of our lives and support the mental and physical health of those with whom we work to the best of our ability. In practical terms, this means we work to find mutually convenient times to convene and respect our colleagues' personal boundaries and time spent away from the office as much as possible.

**Our Diversity** — Race, ethnicity, culture, national/country of origin, ancestry, nationality, gender and gender identity, sexual orientation, age, education, marital/family/parental status, pregnancy, health status, disability, religion, political affiliation, native language, social and economic status, or any other characteristic.



Respect extends to the physical environments in which we work. We treat local cultures and customs with sensitivity and reduce our carbon and environmental footprint whenever we can.

**Managers — including executive leaders, directors, and managers — have additional responsibility** for creating and maintaining a workplace environment that is respectful to all. Managers need to take all reasonable steps to protect the health, safety, and security of staff and of anyone working with the WBG. Staff have the right to feel safe, secure and comfortable, and to be free from harassment, bullying, sexual harassment, abuse, or other forms of unwelcome behaviors at work.

While there are some actions and responsibilities that apply only to tagged managers, the general principles of role modeling and creation of an environment that is conducive to practicing the Code apply to all those who have supervisory responsibilities over others or a leadership role. Find out more in Leaders Guide to Code of Ethics and other resources in the Resources Section.

## **DOMESTIC ABUSE PREVENTION PROGRAM (DAPP)**

The WBG considers domestic abuse as a serious form of wrongdoing and will take all appropriate actions to address allegations of domestic abuse of WBG staff or family members brought to its attention. The DAPP provides confidential services to staff and spouses/partners.

► **Go to the Resource Page to find the link.**



## Q&As

**I am a manager of a unit with staff members with a disability and a long-term illness. What can I do to be inclusive in my interactions with them?**

**A.** Aside from ensuring that they are aware of the relevant policies and existing support mechanisms offered by the organization (e.g. disability leave, disability accommodation fund, etc.), there are many other ways you can show your support as a manager.

Your support can be as simple as being sensitive to hold meetings or activities in accessible locations or in ways that everyone can participate on an equitable basis, responding promptly to the request for the purchase of reasonably priced assistive devices, and so on. In working with staff members who request accommodation, it is important to approach accommodation as a natural part of your managerial responsibility to enable all staff to perform at their best and support their long-term career development. For example, if there are certain work tasks your staff are unable to carry out, the focus of the conversation with your staff should be on finding other tasks that suit their skills and contribute to your unit, just as you may have a work program adjustment conversation with other staff members during the course of



## Q&As *continued*

the year. Note that it is neither within managers' authority nor appropriate to press staff members to take time off or go on reduced work schedule.

When you treat your staff with empathy, dignity, and flexibility in times of difficulty, you are serving as a role model of practicing the core value of respect and demonstrating your general commitment to creating a workplace that is inclusive for everyone.

### **I am leading a team that is producing a publication. The team comprises of staff with a variety of seniority and appointment types, who contributed different types of input in varying degrees. How should I give credit to my team?**

**A.** How to give credit to people for their contributions can be a sensitive and complex issue. But the rule of thumb is that credit should be given always based on what is fair, and *solely based on the contributions, regardless of seniority or appointment types*. For example, if someone was hired on a short-term basis to author a chapter for a World Bank Group publication, credit for their work must be given as such in the publication, and not be withheld because of their employment status. The same principle of credit and attribution applies to other broad situations wherever



there is a team consisting of various staff working on projects, programs, initiatives, and so on.

### **My team is very informal. We often tell jokes about each other and act as if we are close friends. But sometimes, I feel that some “jokes” may go too far — I heard remarks about race, ethnicity, culture, and sexual orientation, and I am not sure if all of us are always comfortable with these jokes. Where is the line between jokes and hurtful or offensive remarks?**

**A.** This “line” is determined by the recipient of the remarks, not the intent of the person who made the

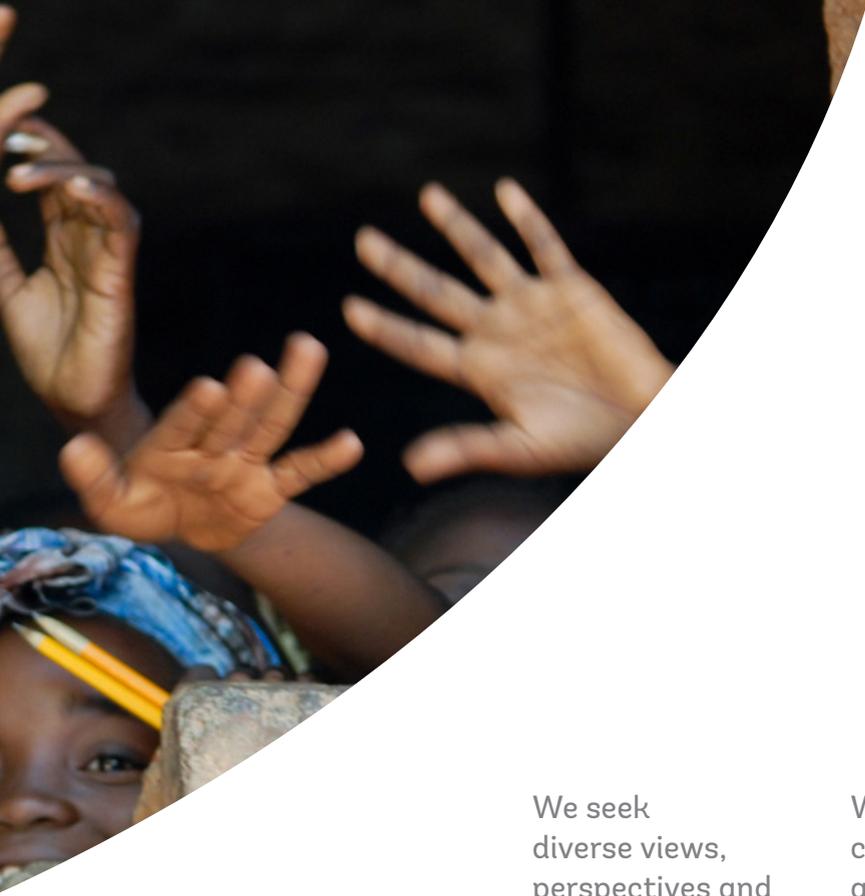


remarks. We also need to be mindful that professional colleagues are not personal friends and different boundaries need to be applied to ensure all colleagues feel respected as professionals. If you witness someone making clearly or potentially offensive remarks — and if you suspect the recipient is unable to or uncomfortable about expressing their discomfort — intervening in a thoughtful way can be helpful, although it is not always possible or easy to do so. You can also contact the Anti-Harassment Coordinator for confidential advice. We also need to be especially thoughtful and respectful about how we talk about personal attributes, such as race, ethnicity, culture, sexual orientation, gender identity, health status, disability, and so on (see the full list on page 19), that make up a person’s complex identity and their

experiences associated with them. Even if well-intended, “jokes” about them may cause offense or create a work environment that feels disrespectful or unsafe. As WBG staff, we are expected to view differences as an opportunity for inclusion and learning, and to continually be open to new discussions and vocabularies that are evolving every day.



# Teamwork.



We seek diverse views, perspectives and experiences.

We encourage challenging ideas and constructive disagreements.

We collaborate across boundaries and borders.

We collectively own team deliverables, decisions and accountabilities.

We celebrate and reward team successes.

**We work together to achieve our goals.**

At the WBG, teams can take many forms. They can be formal or informal, be situated within a unit, or cut across departments, Vice Presidency Units, and institutional boundaries. Teams can also include clients and partners. In short, a team is any group of people working together to achieve the results we strive for. We believe that our different talents, skills, abilities, and cultural backgrounds provide a variety of views that can spark debate and new thoughts, help crystallize concepts that are still incubating, and enable more robust decision-making.

For us to leverage each team member's uniqueness, we actively invite and consider, with an open mind and genuine intention, inputs from others, especially those with different views and perspectives.

Teamwork requires a positive and respectful atmosphere where each colleague's unique value and role is recognized and encouraged and where difficult questions and controversial issues can be raised and discussed in genuine dialogue. At the WBG, we debate and challenge with an open mind. Staff should feel that we can always approach one another to speak freely, maintaining respect for one another while doing so.

Collaboration across borders includes units within the WBG, with external organizations, and partners. We believe the greatest impact is achieved when we proactively reach beyond these boundaries. We leverage talent within and across units, departments and organizations, as well as externally, to benefit from the best available expertise.

### A TEAM IS...

any group of people working together to achieve the results we strive for.

We believe that our different talents, skills, abilities, and cultural backgrounds provide a variety of views that can spark debate and new thoughts

Collective ownership and accountability are critical to teamwork. This means that once a decision is made, or an approach is agreed upon, we support the decision; we do not divest our individual responsibility and we do our part to the best of our ability to contribute to the agreed approach. We collectively own both successes and failures. We do not assign blame if results are not what we expect, but rather, we proactively seek ways to improve results. At the same time, we recognize individual contributions within teams and give credit where credit is due. Teamwork requires that we share information relevant to our work openly and proactively, and that we make time to help one another as needed.

**Managers — including executive leaders, directors and managers**

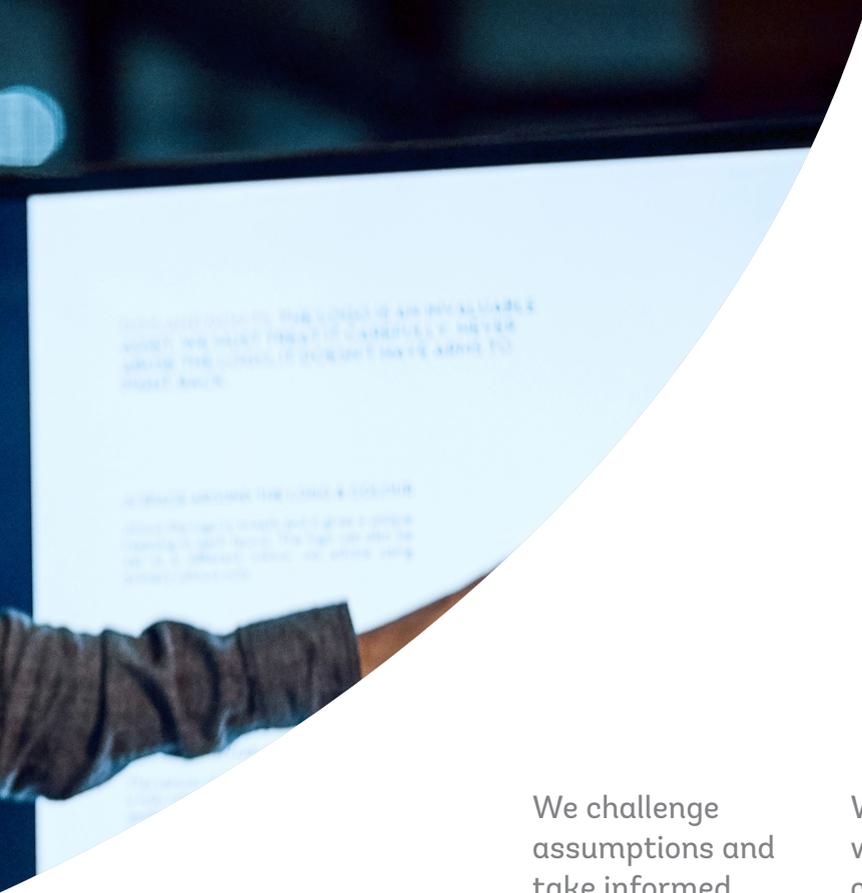
**— have additional responsibility** for enabling better teamwork by ensuring that roles and responsibilities are clear, giving due recognition for team members' contributions, and making certain that staff have both the adequate guidance and space to contribute to the team.

While there are some actions and responsibilities that apply only to tagged managers, the general principles of role modeling and creation of an environment that is conducive to practicing the Code apply to all those who have supervisory responsibilities over others or a leadership role. Find out more in the Leaders Guide to Code of Ethics and other resources in the Resources Section.





# Innovation.



We challenge assumptions and take informed risks.

We approach our work with curiosity and passion.

We reflect on, and learn from mistakes and failures.

We capture, apply, and share knowledge consistently.

We ask for and learn from feedback.

# We learn and adapt to find better ways of doing things.



Progress requires innovation over complacency. This means questioning prevailing beliefs and challenging the status quo, suggesting better approaches, trying new ideas and encouraging others to do the same. Innovation requires us to step outside of our comfort zone at times, and to take risks for the purposes of learning and improvement.

The WBG seeks to provide safe spaces for testing new ideas, and to enable us to learn from our successes, mistakes, and failures. We support one another in taking informed risks. When things do not go as planned, we ask questions and diagnose what we could have done differently, capture and apply those lessons going forward. This requires an explicit commitment to record knowledge and share it proactively in service of achieving our mission.

Learning takes place when we seek feedback and apply it where relevant. At the individual level, this means that we invite and give constructive professional feedback on a regular basis. At the organizational level, this means we listen to our clients and partners with openness and humility, taking and applying their feedback in order to work toward being better at what we do.

### **Managers — including executive leaders, directors and managers**

**— should foster innovation** by creating a safe space for staff to express new ideas or different perspectives, delegating, listening to and empowering staff. In doing so, they should make systematic feedback a priority and foster an environment where mistakes or failures are turned into opportunities for learning.

While there are some actions and responsibilities that apply only to tagged managers, the general principles of role modeling and creation of an environment that is conducive to practicing the Code apply to all those who have supervisory responsibilities over others or a leadership role. Find out more in the Leaders Guide to the Code of Ethics and other resources in the Resources Section.

# In Closing

## Using the Code and the values to guide you

The Code of Ethics is intended to be a source of inspiration and guidance for all of us as we work together to achieve our mission of reducing poverty and boosting shared prosperity. It helps us convert our values into actions as we pursue opportunities, while also navigating areas of risk.

No document can anticipate and address every situation that may arise, and we may face situations which are challenging and unfamiliar.

The WBG trusts our staff to use good judgment in these situations, staying within our delegated authority. When faced with this type of situation, you can use the following simple decision-making guide. If the answer to any of the questions is “no,” or if there are any doubts, it is best to consult the appropriate colleagues and discuss the matter before acting.

### You might ask yourself:

#### **Is it the right thing to do?**

- ▶ Is my decision consistent with our Core Values and the principles of the Code?
- ▶ Does my decision appropriately account for risks?
- ▶ Are the outcomes fair for all relevant stakeholders?

#### **Do I have enough information/input?**

- ▶ Should my supervisor, other internal experts, EIJ, etc., be consulted?
- ▶ Do WBG staff rules or other policies influence the decision?

#### **Am I setting a good example?**

- ▶ How will this influence others I work with?
- ▶ Could my decision or action be misunderstood?

#### **Would I be comfortable if this decision or action were made public, internally or externally?**

- ▶ What are the consequences of this decision or action?
- ▶ Are there other negative or reputational risks?
- ▶ Will I take personal ownership for the outcomes?
- ▶ Is there any aspect of my decision or action that could pose a reputational risk for the WBG?

#### **Is the decision within my authority?**

- ▶ Will I take accountability for the decision?
- ▶ If not, who does have appropriate authority?



## Resources

For questions or advice regarding ethical issues, please contact the Ethics and Internal Justice Services (EIJ):

 [ethics\\_helpline@worldbank.org](mailto:ethics_helpline@worldbank.org) for all ethics-related queries including request for advice on managing conflicts of interest.

You can request EIJ's Anti-Harassment Coordinator for confidential discussion on harassment/sexual harassment. <https://worldbankgroup.sharepoint.com/sites/WBEBEC/SitePages/PublishingPages/SexualHarassment-10192018-072924.aspx>

If you wish to report suspected misconduct, please contact EIJ. To report allegations of abuse of position and misuse of WBG funds for personal gain and sanctionable practices such as fraud and corruption, please contact the Integrity VPU (INT). (See page 11 for more information).

### EIJ

[ethics\\_helpline@worldbank.org](mailto:ethics_helpline@worldbank.org)

By filling out a form at <https://www.worldbank.org/en/about/unit/reporting-sexual-misconduct>, to report sexual misconduct anonymously, if necessary.



**(202) 473 0279**,  
9:00-17:00 EST

**Hotline (24/7 with anonymous option):** for detailed instruction on toll-free hotline, go to [https://www.worldbank.org/en/about/unit/ethics\\_and\\_business\\_conduct#2](https://www.worldbank.org/en/about/unit/ethics_and_business_conduct#2).

**Walk-in** at EIJ office in I Building, 1850 I Street NW, Washington DC 9:00-17:00 EST.

### INT

By filling a form at <https://wbgcmsprod.microsoftcrmportals.com/en-US/anonymous-users/int-fraud-management/create-new-complaint/>

General information <https://worldbank-group.sharepoint.com/sites/wbunits/INT/Pages/index.aspx>

Other services are available for staff seeking assistance on workplace issues:

**Ombuds Services** is a confidential, impartial, and informal service that facilitates the resolution of workplace issues. It is independent from the World Bank Group's management channels. [ombudsman@worldbank.org](mailto:ombudsman@worldbank.org) (202) 458 1056

### Respectful Workplace Advisors

**(RWAs)** are volunteer peers who serve as an informal and confidential sounding board, and help colleagues identify options to address workplace concerns by providing information about available resources. [rwa@worldbank.org](mailto:rwa@worldbank.org) (202) 458 1058

### Mediation Services (MEF)

offers mediation, facilitation, training, and team-building. MEF has 23 mediators available to support staff and to provide these services. [mediation@worldbank.org](mailto:mediation@worldbank.org) (202) 458 0424

### Peer Review Services (PRS)

offers a confidential review of staff's employment-related concerns before an impartial and independent panel of peers. [peerreview@worldbank.org](mailto:peerreview@worldbank.org) (202) 473 5884

### Performance Management Review

**(PMR)** is the second of a two-tier streamlined administrative review of performance evaluations, SRI ratings, and Opportunity to Improve Plans (OTI). [performancemanagementreview@worldbank.org](mailto:performancemanagementreview@worldbank.org) (202) 473 5884

**Administrative Review** is the first step for requesting review of a Performance Management Decision and must be exhausted before seeking **Performance Management Review (PMR)**.  
[adminreview@worldbankgroup.org](mailto:adminreview@worldbankgroup.org)

**Staff Association (SA)** promotes and safeguards the rights, interests, and welfare of staff, and fosters a sense of common purpose among staff in promoting the aims and objectives of the World Bank Group.  
[staffassociation@worldbank.org](mailto:staffassociation@worldbank.org)  
(202) 473 9000 or walk-in MC1-700

**Race Equity Office (REO)** seeks to prevent, monitor, and respond to systemic practices and procedures that contribute to racial discrimination within World Bank Group. [reo@worldbank.org](mailto:reo@worldbank.org)  
(202) 458-7979.

## [Links to resources mentioned in the Code of Ethics](#)

**Core Values and Code of Ethics, Learning Guides (LGBT+, Disability, Mental Health)** <https://worldbankgroup.sharepoint.com/sites/WBEBEC/SitePages/PublishingPages/Values-Based-WBG-03252021-143606.aspx>

**WBG Statement of Commitment to Diversity and Inclusion** <https://www.worldbank.org/en/about/careers/diversity-inclusion>

**WBG Anti-Racism Task Force** <https://worldbankgroup.sharepoint.com/sites/legendracism>

**Guidance On Anti-Harassment** <https://ppfonline.worldbank.org/search/d532e213-dae4-46e0-9617-44c7976a1671?ver=current>

**Domestic Abuse Prevention Program (DAPP)** [https://www.worldbank.org/en/work-with-us/hsd/home/domestic\\_abuse\\_prevention\\_program](https://www.worldbank.org/en/work-with-us/hsd/home/domestic_abuse_prevention_program)

**WBG Policies and Procedure Framework Staff Rules** <https://ppfonline.worldbank.org/home>

**The World Bank Environmental and Social Framework** <http://pubdocs.worldbank.org/en/837721522762050108/Environmental-and-Social-Framework.pdf>

**IFC Performance Standards** [https://km.ifc.org/sites/pnp/Pages/pnps.aspx?FilterField1=Document\\_x0020\\_Category&FilterValue1=Environmental+and+Social+Standards](https://km.ifc.org/sites/pnp/Pages/pnps.aspx?FilterField1=Document_x0020_Category&FilterValue1=Environmental+and+Social+Standards)

**Staff Rule 3.01 Standards Of Professional Conduct — Gifts** <https://worldbankgroup.sharepoint.com/sites/ppfonline/PPFDocuments/2b5fc-09c985a48f7aa27a4d181711900.pdf>

**Staff Rule 4.01 Appointment — Family Relationships and Employment** <https://ppfonline.worldbank.org/search/5492fc3a-7f80-4596-88e3-9a41ef364dba>

**Staff Rule 8.01 – Disciplinary Proceedings** <https://worldbankgroup.sharepoint.com/sites/ppfonline/PPFDocuments/f71d4c7a3b1c4f-c99b63b5960484f3c7.pdf>

**World Bank Group Directive Staff Rule 8.02 — Protections and Procedures for Reporting Misconduct (Whistleblowing)** <https://ppfonline.worldbank.org/search/c83a8618-27c1-4d4e-910c-4f73ae1246ab>

**Prohibition of Retaliation: World Bank Group Directive Staff Rule 3.00 — Office of Ethics and Business Conduct (EBC)** <https://ppfonline.worldbank.org/search/2ea59d80-1b8a-42a9-8987-d2676d5ba1ff>



**WORLD BANK GROUP**

Ethics & Internal Justice Services