

# CODE OF CONDUCT

Centre for Sport and Human Rights

Adopted by the Board of  
Directors on 1 April 2021



Centre for Sport  
& Human Rights

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## INTRODUCTION

*"Where, after all, do universal human rights begin? In small places, close to home - so close and so small that they cannot be seen on any maps of the world. Yet they are the world of the individual person; the neighbourhood he lives in; the school or college he attends; the factory, farm, or office where he works. Such are the places where every man, woman, and child seeks equal justice, equal opportunity, equal dignity without discrimination. Unless these rights have meaning there, they have little meaning anywhere. Without concerted citizen action to uphold them close to home, we shall look in vain for progress in the larger world."*<sup>1</sup>

*Eleanor Roosevelt*

1. The Centre for Sport and Human Rights ("CSHR") is committed to ensuring that our mission and values are reflected in how we go about achieving our goals.
2. We aim to promote the highest standards of conduct and demonstrate leadership in transparency, accountability and safeguarding. This Code of Conduct (the "**Code**"), spells out, clearly, what we expect from anyone who works with or for us and what they can expect in return during their association with or dealings with us.
3. Our values are rooted in always seeking to be trustworthy, legitimate, innovative, collaborative and enabling. In living our values, we aim to cultivate a positive working culture that is people-focused, impact-oriented and solutions-based.
4. We need the help of everyone associated with us to work together in upholding and mutually reinforcing standards that create an environment that enables us all to deliver on our mission. This Code and our policies have been adopted to ensure that everyone associated with us understands clearly our organisational values and the standards and procedures that must be followed.
5. Everyone associated with us is personally responsible for compliance with this Code, and as applicable, any other policies detailed in this Code that apply to you, including our Policy Handbook and Complaints Procedure.
6. Depending on your relationship with CSHR, this Code may also complement your contract or agreement with us, our Employee Handbooks, or guidance for Directors and Members.

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<sup>1</sup> This quote captures the very essence of our mission at CSHR. However, we must acknowledge that it was spoken in 1958 and all references to "he" should be read as "he/she/they" to represent our commitment to human rights, for all.

7. This Code has been adopted by our Board of Directors and applies to all CSHR entities. This is a living document, and the Board of Directors will undertake a review of this Code not less than every 2 years.

## A. PURPOSE, SCOPE AND APPLICATION

### 1. INTERPRETATION

- 1.1 We are committed to ensuring that everyone is able to work in a safe and supportive environment and that integrity and respect are upheld in dealings with each other and with third parties.
- 1.2 If there is another policy, procedure, or guidance document that contradicts or overlaps with this Code, this Code will always prevail. Please therefore ensure compliance with this Code first and foremost.
- 1.3 This Code is intended to aid you and does not replace or in any way alter or restrict the ability of parties (including you) to pursue appropriate disciplinary action against anyone under the terms of any laws in countries where we are registered including any employment or consultancy contract and/or pursuant to any relevant employment policies in force from time to time.

### 2. PERSONS BOUND BY THIS CODE

- 2.1 Collaboration and inclusivity are at the heart of how we operate. In order to create a safe and respectful environment we need a common understanding of the values and standards expected in the performance of all CSHR activities.
- 2.2 Therefore, this Code applies in its entirety, to everyone working with or for CSHR in the conduct of any of their duties or activities associated with or for CSHR, including all our employees and long-term consultants (together "**Staff**" or "**Team Members**"), project consultants, retained professional advisors, volunteers, Directors, Trustees, Members, Member Representatives, Permanent Observers, Permanent Observer Representatives, the Chairperson, President, Vice-President(s), Advisory Council members and representatives, Special Advisors, Ambassadors, Research Fellows, observers, committee members, donors, advisers, interns, and any other persons who from time to time are involved in the governance, functioning and administration of CSHR (each, a "**Relevant Person**" or "**you**", and together, "**Everyone**") and may be a natural person, a representative of an organisation or an organisation (howsoever constituted and formally recognised). If you are unsure of the application of this Code to you, please ask for clarification.
- 2.3 We believe that Everyone is effectively an ambassador of our organisation when acting in any capacity whilst connected with us, including in the course of dealings with any other Relevant Person and with partners, advisors, sponsors, suppliers, donors, beneficiaries, clients, and/or any other third parties working with CSHR. Therefore, you must ensure compliance with this

Code at all times (without exception) while working with or for CSHR. We may take appropriate disciplinary action against an employee who repeatedly or intentionally fails to comply with this Code.

- 2.4 By agreeing to any role with CSHR, you will be deemed to have agreed to:
- 2.4.1 be bound by and to comply with this Code;
  - 2.4.2 familiarise yourself with all of the requirements of this Code, including what conduct constitutes a violation of this Code; and
  - 2.4.3 accept responsibility to seek clarification from CSHR, the Chief Executive Officer ("**Chief Executive**") or the Deputy Chief Executive Officer ("**Deputy Chief Executive**") in case of any doubt of the application of this Code.

## **B. GENERAL CONDUCT**

### **3. BEHAVIOURAL STANDARDS**

- 3.1 Everyone agrees to endorse and uphold the purpose and core values of CSHR, and adhere to all applicable CSHR policies, as specified from time to time, including but not limited to CSHR's Employee Handbooks (where relevant) and the policies contained in the Policy Handbook. These policies are in place to support you and the work of CSHR. Should you have any concerns with or questions about these policies please raise these concerns to us. Our policies are subject to regular review and are intended to be dynamic and practical – your continuing feedback is welcome and encouraged.
- 3.2 At all times, you will comply with all applicable local laws and regulations and private legal obligations and will refrain from any conduct that is inconsistent with, or undermines in any way, the spirit of this Code, CSHR's purpose and mission, or the Sporting Chance Principles.
- 3.3 You must be fair and objective in the conduct of your duties, upholding and promoting ethical and professional conduct, and acting with honesty, integrity and professionalism at all times.
- 3.4 It is up to Everyone to ensure compliance with this Code. For the avoidance of doubt, this includes an individual duty on each Relevant Person, empowering you to challenge (and minute or otherwise put on record) any concerns or unwelcome behaviour in any and all contexts where CSHR is delivering work, convening meetings or represented in any way. You are encouraged to use this Code as a tool to always reinforce and support the implementation of the standards of behaviour we expect.
- 3.5 You will perform your CSHR duties in a manner that preserves and enhances public confidence in your integrity and the integrity and reputation of CSHR. Should you become aware of any of your private affairs impacting on your

CSHR duties, we request that you inform us in confidence so we are able to assist you however we can.

3.6 We expect you will always act in the best interests of CSHR. However, not all consequences can be foreseen, and you must notify us immediately of any incident (whether as part of your duties or association with CSHR or otherwise) causing damage to:

3.6.1 property belonging to CSHR;

3.6.2 the reputation of CSHR; or

3.6.3 any other Relevant Person,

where you are unsure, you are strongly encouraged to err on the side of caution and notify us.

#### 4. **SAFEGUARDING**

4.1 We are committed to the respect, protection and promotion of the rights of children and vulnerable adults. We recognise our moral and legal obligations to protect children and vulnerable adults who come into contact with CSHR from both intentional and unintentional harm (a duty of care). This includes the safeguarding of children, young people and vulnerable adults, including their images and stories, in offline and online environments.

4.2 We take a zero-tolerance approach to any form of bullying, harassment, physical, emotional or sexual abuse or sexual exploitation. In all actions and decisions, the welfare of the child and/or the vulnerable adult and their best interests will be the paramount consideration for all that we do. We are committed to ensuring that Everyone working with or for CSHR in any capacity does not harm, abuse or commit any act of violence against a child or vulnerable adult or take action or fail to act, resulting in risk to a child or vulnerable adult.

4.3 CSHR recognises that all children have the equal right to protection from harm and all adults have a responsibility to act if they suspect a child is at risk of harm or has been harmed. We are committed to taking actions in the best interest of the child as we work to secure children's rights as outlined in the UN Convention on the Rights of the Child.

4.4 Ensuring an environment that prevents violence against children and vulnerable adults requires Everyone to be clear on what is expected of them, and be fully aware of conduct that will always be unacceptable. This means that each Relevant Person agrees not to:

4.4.1 abuse, exploit, harass or bully a child, young person or vulnerable adult or behave in any way that places a child or vulnerable adult at risk of harm or causes harm;

- 4.4.2 act in a way that places children or vulnerable adults at risk of physical or emotional harm or sexual exploitation;
  - 4.4.3 engage in any form of sexual activity or develop physical or sexual relationships with anyone under the age of 18 regardless of the age of consent locally (mistaken belief in the age of the child is not a defence);
  - 4.4.4 engage in sexual relationships with youth aged 18 to 24 years who are in any way involved in the work of CSHR;
  - 4.4.5 use physical punishment towards children or vulnerable adults;
  - 4.4.6 take a child or vulnerable adult with whom they are in contact through the context of work with CSHR to their home or that of another Relevant Person;
  - 4.4.7 sleep in the same room or bed as a child or vulnerable adult in a work-related context;
  - 4.4.8 put themselves in a position where they are working alone with a child or vulnerable adult, including online. Where this is unavoidable, it must be with the prior permission of CSHR's Head of Safeguarding and Protection;
  - 4.4.9 condone or participate in behaviour of children or vulnerable adults which is illegal, unsafe or physically or emotionally abusive;
  - 4.4.10 use information communication technology and/or social media to abuse, exploit, harass or bully a child or vulnerable adults;
  - 4.4.11 use information communication technology to access, view, create, download, share, or distribute child sexual or physical abuse materials.
- 4.5 Each Relevant Person must:
- 4.5.1 be aware of the power imbalance between an adult and a child or a vulnerable adult and avoid taking any advantages this might provide;
  - 4.5.2 ensure that they, prior to any dealings with children or vulnerable adults, are in compliance with local laws, having successfully completed any necessary checks as required by law (including the DBS check in the UK), and are following the industry's best practices; and
  - 4.5.3 inform CSHR immediately of any civil or criminal proceedings of any nature pending in any respect of any allegation concerning any type of harm to a child or children or vulnerable adults.

## 5. INCLUSION, DIVERSITY, AND NON-DISCRIMINATION

- 5.1 As a human rights organisation we are firmly opposed to all forms of unlawful and unfair discrimination and actively promote and strive for inclusivity for all.
- 5.2 Everyone will treat every person with dignity and respect, and demonstrate acceptance, sensitivity and respect for diversity in their interactions with others at all times, including ensuring that they do not engage in producing or disseminating hate speech or symbols against Protected Characteristics (as defined below).
- 5.3 Everyone will actively promote an environment of inclusivity, representation and diversity at CSHR through formal or informal channels, so far as possible within your respective role, thereby contributing to creating an effective environment which values, accepts and supports every person.
- 5.4 We value the positive impact that different experiences and perspectives contribute to our work and are committed to engaging with and providing opportunities for people from all backgrounds and communities, noting that some groups, particularly vulnerable persons and those whose rights may be impacted, are under-represented in our field or may face institutional or systemic barriers in accessing opportunities or having their voices heard.
- 5.5 With these principles in mind, Everyone will do their utmost to ensure equal gender representation including in committees, formal bodies, events, and panel discussions.
- 5.6 Everyone agrees to promote and advance diversity within CSHR and to challenge instances or patterns of inequality wherever experienced or known. Everyone will act together to challenge discrimination and stand up for those who may feel unable to do so or might not be present in the room where conversations take place or decisions are made.
- 5.7 We are committed to the provision of equal opportunities for all and Everyone agrees to comply with all applicable laws and regulations providing for non-discrimination in every location in which CSHR operates. For CSHR Staff, this section should be read in conjunction with the appropriate section of the relevant Employee Handbook.
- 5.8 Everyone must ensure that they do not unfairly discriminate against anyone on the basis of any differences including ethnic origin, race, nationality, culture, religion or belief (or lack thereof), political opinion (or lack thereof), parental or maternity status, sex, gender, gender identity, gender reassignment, sexual orientation, disability, social class, age, marital or civil partnership status or any other protected category (the "**Protected Characteristics**"). For the avoidance of doubt, Everyone should be aware that it is possible to discriminate against others in many ways and the following list gives you an indication of the types of acts that may both breach this Code



and be unlawful and unfair. Sometimes actions can be intentional, and sometimes unintentional and we include examples of both types in this list:

- 5.8.1 *Direct discrimination*: this is when somebody is treated less favourably because of a Protected Characteristic than somebody else has been, or would have been, in identical circumstances.
- 5.8.2 *Indirect discrimination*: this is when a person or a group of people with one or more Protected Characteristics are put at a disadvantage by a provision, criterion or practice applied, unless the treatment is justified for a good operational reason.
- 5.8.3 *Associative discrimination*: this is where somebody is treated less favourably because of the Protected Characteristics of somebody else.
- 5.8.4 *Perceived discrimination*: this occurs where someone is treated less favourably because someone wrongly believes they have a particular Protected Characteristic.

## 6. PREVENTING SEXUAL EXPLOITATION, ABUSE AND HARRASSMENT

- 6.1 We are committed to providing a safe environment where everyone is entitled to work and volunteer without threat of or actual harassment and bullying. We operate a zero-tolerance policy for any form of bullying or harassment, including sexual misconduct, and treat all complaints seriously and with confidentiality and respect. Any person who has felt bullied or harassed will always be encouraged to raise their concern with their line manager (where applicable), or if inappropriate to do so, with the Deputy Chief Executive or the Chief Executive (as you feel appropriate). Any person found to have bullied or harassed another will face immediate and appropriate disciplinary action, including dismissal or exclusion from CSHR.
- 6.2 Provided that you act in good faith (i.e. you genuinely believe that what you are saying is true) then you have the right to not be victimised or face negative consequences for making any complaint. However, making a complaint or giving evidence that you know to be untrue may result in disciplinary action being taken against you. For further information please refer to the Whistleblowing Policy in the Policy Handbook. Staff should read this policy in conjunction with the Bullying and Harassment sections of our Employee Handbooks.
- 6.3 For the avoidance of doubt, for the purposes of this Code:
  - 6.3.1 bullying is defined as offensive, intimidating, malicious or insulting behaviour, and/or a misuse of power through means that undermine, humiliate or injure the person (or group) on the receiving end; and
  - 6.3.2 harassment means any unwanted conduct, verbal or physical, that makes or is intended to make someone feel intimidated, degraded, humiliated, offended or that their privacy is being invaded and related

to the Protected Characteristics, or any additional protected characteristics (or equivalent) detailed in the relevant legislation where we are registered, including, for example those protected characteristics set out in the UK Equality Act 2010 (sex, gender reassignment, gender identity, race, ethnicity, religion or beliefs, sexual orientation, marriage and civil partnership, pregnancy and maternity, physical ability or age);

6.3.3 sexual harassment is any conduct of a sexual nature which is unwanted and unwelcome by the recipient. Anyone can be a victim of sexual harassment, regardless of their gender and the gender of the harasser. Harassment does not always need to be repeated and persistent; a single incident can be harassment if significantly serious; and

6.3.4 victimisation happens when a Relevant Person has complained about bullying, harassment or discrimination, or has supported a colleague in their complaint, and is then treated less favourably as a result.

6.4 At all times and in all circumstances, you must strictly not engage in, condone or tolerate bullying, abuse or harassment in any form. For the avoidance of doubt this includes a duty on Everyone to challenge (and minute or otherwise put on record) any concerns related to these actions in any and all forums of CSHR.

6.5 You must not contribute to creating an unsafe, intimidating, abusive or discriminatory environment for any people you interact with.

6.6 Everyone has an active and encouraged role in preventing, deterring, denouncing and reporting harassment and abusive conduct and promoting a safe and harmonious work environment as far as possible.

6.7 Everyone is responsible for being aware of CSHR's relevant policies and options available for dealing with abusive conduct and harassment.

## **7. COMPETENCIES AND CONFLICT OF INTEREST**

7.1 We are grateful for the time, expertise, commitment and support you provide to us and appreciate that you may have other commitments outside of CSHR. This section asks only that we are made aware of any such conflicting commitments to ensure the highest standards of transparency and good governance are maintained.

7.2 You must avoid, where possible, directly or indirectly, engaging in activities which lead to or may lead to a conflict of interest with CSHR. Where there is a known conflict of interest, this must be declared to us in accordance with the Articles of Association and this Code.

7.3 Conflicts of interest include outside employment, board memberships or consultancy arrangements, any economic or financial interest, political or

national affinity, family or emotional relationship ties or any other relevant connection or shared interests with stakeholders that might compromise the impartial or objective performance, or the appearance of impartial or objective performance, of your activities or engagement CSHR.

- 7.4 CSHR encourages everyone to maintain interests, activities and affiliations outside of your work or association with us. However, to ensure you are able to fully carry out your work with us independently you must not engage in any outside activity which may conflict with the interests and values of CSHR and this Code without prior authorisation from us.
- 7.5 If a possible conflict of interest presents itself, you must declare this to your line manager (where applicable), the Deputy Chief Executive, the Chief Executive or the Chairperson of the Board of Directors. We will seek to work in a constructive way to resolve the issue with you.
- 7.6 You must show the skill or aptitude required for your role with CSHR, especially where such skills are claimed or implied at the time your engagement with us commenced.
- 7.7 You must act within the prescribed powers and competencies of your position and must not abuse that power in any way.
- 7.8 You must not promote any political, religious or personal financial interests through your professional capacity at CSHR.
- 7.9 You must not use CSHR property, facilities, services and financial resources for private purposes except when permission is lawfully given.

## 8. **BRIBERY AND FRAUD**

- 8.1 We aim to set, encourage and sustain high standards of corporate governance in everything we do across our operations and strategy. This includes promoting and ensuring labour standards and good environmental practice in our supply chains. We always conduct our own services honestly and honourably, and expect our suppliers and partners to do likewise.
- 8.2 We expect suppliers and partners to comply with all relevant legislation in the countries in which they operate and all relevant International Labour Organisation conventions, and for suppliers to maintain high standards of integrity and professionalism in their business dealings, and to take action where necessary to minimise negative impacts and potential risks.
- 8.3 You must not receive payment or compensation of any kind, except as authorised under our Employee Handbooks or any contractual agreement entered into with us.

- 8.4 You must not, directly or indirectly, solicit, offer or accept:
- 8.4.1 any transaction, payment or donation which may reasonably lead to an appearance of impropriety, lack of integrity or actual or perceived preferential treatment for CSHR; or
  - 8.4.2 any form of remuneration or commission, nor any concealed benefit, gift or service of any nature, connected with CSHR, unless the benefits, service or gifts represent Centre-approved tokens of consideration or friendship of nominal value, in accordance with prevailing local laws and customs.
- 8.5 You must declare any gifts (over the value of 50 CHF) or hospitality received in connection with your role or association with CSHR to your line manager (where applicable), the Deputy Chief Executive, or the Chief Executive.
- 8.6 You will not engage in or be complicit in any act involving money laundering or terrorist financing, or engage in or be complicit in any act involving fraud, cybercrime, bribery or corruption.

## 9. DATA PROTECTION

- 9.1 You will exercise appropriate discretion relating to data and take all necessary safeguards at all times in handling confidential information to ensure information is not inadvertently shared or revealed to those who should not receive it.
- 9.2 The duty in Clause 9.1 does not prevent you from disclosing confidential information where expressly authorised or where required to by law.
- 9.3 You must safeguard both the information entrusted to CSHR and the identities of third parties.
- 9.4 You will use our ICT facilities, social media profiles and devices in a responsible and professional manner in accordance with the Policy Handbook.

## C. BREACH OF CODE OF CONDUCT

### 10. DUTY TO REPORT AND COOPERATE

- 10.1 Employees of CSHR must promptly notify their line manager or the Chief Executive in the strictest confidence and using the appropriate mechanisms outlined in the grievance procedure detailed in the relevant Employee Handbook, of any information concerning any behaviour, incidents or facts which may evidence or amount to a breach of this Code by yourself or another person.
- 10.2 Any Relevant Persons, who are not employees of CSHR, who have or are aware of any information concerning any behaviour, incidents or facts which

may evidence or amount to a breach of this Code by a Relevant Person or another person, must follow the mechanism in the Complaints and Grievances Policy in the Policy Handbook.

- 10.3 Individuals, who are not Relevant Persons, and have or are aware of any information concerning any behaviour, incidents or facts which may evidence or amount to a breach of this Code by a Relevant Person or another person, should follow the mechanism in the Third Party Complaints Procedure.
- 10.4 If the information about which you become aware concerns harassment, bullying, discrimination or abusive conduct you are strongly encouraged to:
  - 10.4.1 notify the offender that the offending conduct should immediately stop, if you feel comfortable doing so; and/or
  - 10.4.2 if your request is ignored and the unwanted behaviour continues, or you feel unable or unwilling to approach the offender, you should immediately contact CSHR to make a formal complaint as follows;
    - (a) if you are an employee of CSHR the relevant contact details are located in the Employee Grievance Procedure in the relevant Employee Handbook;
    - (b) if you are a Relevant Person but not an employee of CSHR the relevant contact details are located in the Complaints and Grievances Policy in the Policy Handbook; and
    - (c) if you are not a Relevant Person the relevant contact details are located in the Third Party Complaints Procedure.
- 10.5 Where you wish to remain anonymous, we offer an anonymised complaints form on our website. Please note however, in pursuing this route, that with a lack of information we may be unable to fully investigate and rectify your complaint but will always do our best.
- 10.6 Where an affected person makes a request that their complaint be kept confidential you should not agree to this request but make it clear that you cannot promise confidentiality. If the affected person no longer feels comfortable making a complaint once they understand that confidentiality cannot be promised you should direct them to the anonymised complaints procedure. We will endeavour to keep a complaint as confidential as possible where this has been requested but, in all circumstances, we retain all discretionary authority to report the complaint to the relevant authorities including but not limited to situations where we are legally obliged to do so. If we decide to report the complaint in spite of any request to the contrary, we will inform both you and the affected person in writing that we are doing so prior to any notification.
- 10.7 Everyone must understand their roles and responsibilities within this Code and we will support you in meeting them. It is not the responsibility of those

working on behalf of or representing CSHR to decide if a breach of this Code has occurred, but it is your duty to report suspected and actual incidents. It is CSHR's responsibility to mitigate risks and act on any concerns reported.

- 10.8 All Relevant Persons have an obligation to comply with and assist fully to the best of their abilities with any investigation CSHR undertakes unless they are restricted from aiding the investigation by law.
- 10.9 You have a right to be protected by CSHR against retaliation for reporting a suspected, witnessed or experienced abusive conduct, or for participating in an investigation of abusive conduct. For further information, please refer to the Policy Handbook.
- 10.10 Relevant Persons in senior positions of leadership have a special duty to keep effective communication channels and grievance mechanisms open and ensure that Staff and others who wish to raise their concerns can do so freely and without any fear of retaliation.
- 10.11 Behaviour that is not consistent with the spirit of this Code and the values and purposes of CSHR should be declared unacceptable in appropriate channels by those in leadership positions irrespective of whether the behaviour may rise to the level of abusive conduct.
- 10.12 It is not a defence to claim that you have made a mistake as to the provisions of this Code, claim ignorance of such provisions or to say that your words or actions were nor directly or indirectly intended in that way.

## 11. BREACH OF CODE OF CONDUCT

- 11.1 We seek to promote and ensure dignity at work for all those associated with us, expect Everyone to adhere to our standards and to be informed of any evidence or suspicion of breaches.
- 11.2 If you:
  - 11.2.1 attempt or agree with any other person to engage in conduct (whether by act or omission) that would culminate in a violation of this Code;
  - 11.2.2 solicit, induce, instruct, persuade or encourage any person to engage in conduct (whether by act or omission) that would amount to a breach of this Code if committed by you; or
  - 11.2.3 authorise, cause, or assist, encourage, aid and abet, cover up, or are otherwise complicit in, any act or omission by any person that would amount to a breach of this Code if committed by you;

you will be treated as if you committed such act or omission, whether or not such an act or omission in fact resulted in a violation and whether or not the violation was committed deliberately, recklessly or negligently, and you will be liable accordingly under this Code, unless you renounce your attempt or

agreement prior to it being discovered by another person or by a third party not involved in the attempt or agreement.

- 11.3 In cases of serious breaches of the Code, conduct or serious allegations which may pose a reputational risk to us, you may be suspended from your CSHR duties or your association with us, pending investigation at the discretion of the Directors (or if relation to Directors, the Members). In serious cases, you may be permanently dismissed or disengaged by CSHR.
- 11.4 If any matter arises that relates in any way to this Code for which there is no provision in this Code, the Directors (or if relation to Directors, the Members) may take such action as they consider appropriate in the circumstances in a manner consistent with the objectives underlying this Code, wider CSHR policies and in accordance with general principles of natural justice and fairness.

## 12. SEVERABILITY

If any part of this Code is ruled to be invalid, unenforceable or illegal for any reason, that part will be deemed severed, and the rest of the Code will remain in full force.

# CONTACT

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