

Land Conflict Watch Policy for a Healthy Work Environment

1. Preamble:

1.1 Nut Graph LLP (“Land Conflict Watch” or “LCW”), as an organisation is committed to ensuring a safe and dignified work environment for all those who form part of its community. The Land Conflict Watch Policy for a Healthy Workplace (“this Policy”) lays down the code of conduct which shall apply to all members of the LCW Community and all locations where LCW has a Working Presence.

2. Definitions

2.1 **Conflicting party** means a person who is related by blood or marriage within the third degree, a friend or a romantic interest;

2.2 **Full-time members** means all those contractually engaged with LCW on a full-time basis, including the Partnership;

2.3 **LCW Community** means and includes

- (i) The Partners and Directors of Nut Graph LLP;
- (ii) Employees of LCW;
- (iii) Any other person providing services of any nature to LCW where it has a Working Presence, including services provided *pro bono*, or undertaken in the nature of a collaboration with LCW;
- (iv) Any visitors to any location where LCW has a Working Presence;

2.4 **Members** means members of the LCW Community;

2.5 **Partner** or **Partnership** refers to and means the partners of Nut Graph LLP; and

2.6 **Working Presence** means

- (i) any office space which is used by LCW to carry out its activities;
- (ii) any location over which LCW exercises control or supervision;
- (iii) any work performed for LCW which is conducted remotely, or through modes of digital communication including e-mails, text messages, video calls and video conferences;
- (iv) any activities performed in the scope of employment with LCW at any location.

3. Applicability:

3.1 This Policy shall apply equally to all members of the LCW community, in addition to any contractual agreement, and regardless of rank, or location. This Policy also applies to third parties, such as consultants, agents, collaborators and others acting on the Company’s behalf, and to visitors to any location where LCW has a Working Presence.

4. Duties and Responsibilities of Land Conflict Watch

4.1 LCW undertakes to provide to all members of the LCW community, a work environment free of coercion, discrimination, and harassment.

4.2 LCW is an equal opportunity employer throughout all aspects of its work, from recruitment and performance evaluation to interpersonal relations. LCW does not discriminate on the basis of religion, caste, gender, sexual orientation, disability, race, or class.

4.3 Neither does LCW tolerate discrimination, harassment or any behavior or language that is abusive, offensive or unwelcome.

4.4 LCW shall make all reasonable accommodations to ensure it remains accessible to and inclusive of those with any special needs, whether those needs are temporary or permanent.

4.5 The Partnership takes the responsibility for proper implementation of this Policy and will ensure that it is displayed prominently at all places where LCW has a Working Presence and shared with all who work in or with LCW.

5. Duties of all members who belong to the LCW Community

5.1 **Ensuring Inclusivity:** In order to ensure the workplace remains inclusive, all members of the LCW community shall

- (i) Treat others with dignity and respect at all times.
- (ii) Support flexible work arrangements for co-workers with different needs, abilities and/or legitimate obligations.
- (iii) Foster teamwork and employee participation, encouraging the representation of different employee perspectives.
- (iv) Seek out insights from employees with different experiences, perspectives and backgrounds.
- (v) Address and/or report inappropriate behaviour and comments that are discriminatory, harassing, abusive, offensive or unwelcome.

5.2 **Compliance with Law:** All members of the LCW community must comply with all laws, whether local, national or regional. All those acting on behalf of LCW must protect its legality. They should comply with all environmental, safety and fair dealing laws. All members of the LCW community are expected to be ethical and responsible when dealing with our company's finances, products, partnerships, work and public image.

5.3 **Treatment of LCW property:** All employees should, at all times, treat LCW's property, whether material or intangible, with respect and care. This includes but is not limited to intellectual property. The use of LCW's property or assets for individual profit or any unlawful, unauthorised personal or unethical purpose is prohibited.

5.4 Integrity: No member of the LCW community may engage in any actions that could result in conveying false or inaccurate information to either LCW or any clients of LCW. Every member must ensure that all submissions made to LCW or to a client on LCW's behalf, are complete and accurate.

5.5 Confidential and Price Sensitive Information: All members shall ensure that any non-public, unpublished price-sensitive information, or personal information obtained from any source in the course of business, shall be kept absolutely confidential. Any contractual obligations with regard to confidentiality of such information shall survive beyond the term of the contract, or the member's engagement with LCW. Confidential information may be disclosed only if required by law, or by order of a court of competent jurisdiction.

5.6 Employment of a conflicting party: Before employing, retaining, promoting, or terminating a relative, friend, or romantic interest at LCW,

(i) There must be a written disclosure to the Partnership

(ii) If there is a reporting relationship between any two conflicting parties, all hiring, retention and promotion decisions shall be taken solely by the Partnership.

(iii) If one of the conflicting parties is a Partner, all hiring, retention and promotion decisions shall be taken solely by the Partner with whom there does not exist a conflict of interest.

5.7 Visitors: It is mandatory for all members of LCW to seek permission from a member of the Partnership prior to inviting a non-work related visitor to any location where LCW has a working presence.

5.8 Responsible Social Media Usage: No member of the LCW community may make any endorsements (including but not limited to, endorsements of a political party, other organisations, individuals, or anything that could be considered an opinion) **on behalf of LCW** unless specifically asked by a member of the Partnership to do so. All members of LCW shall maintain and uphold the same civic sense online in their interactions on their personal social media spaces that they would be expected to do during face-to-face communication.

5.9 Delegation and completion of duties: All members should fulfil their job duties with integrity and respect toward customers, stakeholders, and the community. Supervisors and team leaders shall take into account the skill sets and workload of team members before delegating any responsibilities. Team members shall follow team leaders' instructions and complete their duties with skill and in a timely manner.

5.10 Communication: All employees must be open for communication with their colleagues, supervisors or team members, and ensure that all communication is both polite and constructive.

5.11 Compliance with internal policies: All members should read and follow LCW's internal policies, including this Policy, and the LCW Code to Combat Sexual Harassment and Discrimination at the Workplace. For any queries or clarifications, they may ask the Partnership. Ultimate discretion for interpretation of LCW policies shall remain with the Partnership.

6. Duties of full-time members

6.1 Deliverables: As LCW undertakes to act in the best interests of our clients, members of the LCW community who are involved in delivering services or work products to clients must ensure that all statements, communications, and representations to clients are accurate, complete, and truthful. Similarly, no member of the LCW community may make or attempt to make any unauthorized commitments on the LCW's or a client's behalf.

6.2 Land Conflict Watch Email: All full-time members shall receive an LCW email id (XXX@landconflictwatch.org) in order to facilitate their professional duties. LCW email may be used for personal purposes as far as it is safe for the company's server. Members must not sign up for illegal websites using their LCW email. In all other aspects, all members of LCW shall maintain and uphold the same civic sense over email that they would during face-to-face communication. In case of a full-time member leaving LCW, their email inbox shall be archived for the purpose of business continuity and record-keeping. LCW retains the right to access the email inbox once a full-time member leaves the organisation.

6.3 Professional Opportunities for Personal Gain: No full-time members of the LCW community shall make use of a business opportunity, or LCW property for personal use.

6.4 Punctuality: All full-time members shall follow their schedules, remain punctual when coming or leaving from work or attending meetings. Full-time members must keep their team leaders informed in the event that they would be delayed to or absent from work.

6.5 Financial Records: In compliance with applicable law, all full-time members shall retain any financial records related to LCW for seven years or any such time period as may be required by law. This obligation shall survive the termination of such member's contract with LCW.

7. General Clauses:

7.1 Policy Revision: LCW reserves the right to revise, modify any or all clauses of this Policy.

7.2 Grievance Redressal:

(i) Any member of the LCW community may report any grievances they have to their own immediate supervisor.

(ii) Any member of the LCW community may also report violations of this Policy to the immediate supervisor of the individual who they feel has committed the violation. If the supervisor in question finds the violation to be serious, they may then escalate the grievance to the Partnership, who will hear the grievance in accordance with the principles of natural justice, which means and includes the following:

- A. If the grievance involves another party, then such party too shall be given an opportunity to be heard,
- B. Any partner with a conflicting relationship with any party involved in the grievance shall recuse themselves from hearing it, and
- C. If the Partnership arrives at any decision which affects the terms of service of any member of LCW, the decision along with reasons shall be recorded in

writing and shared with the affected member. Such decision shall not be confidential in nature, and may be made public at the Partnership's discretion.

(iii) Where a member of the LCW community themselves feel that their grievance is serious, or has not been satisfactorily redressed by a supervisor, they may raise it with the Partnership, who shall hear the grievance in accordance with the principles of natural justice, as defined in clause 7.2(ii) above.

(iv) The Partnership shall engage the services of an external organisation or individual expert which/who offers adjudicatory services in the nature of a disciplinary committee, to hear any disciplinary complaint made against a member of the Partnership. *Provided that* if such external organisation has not been engaged by the Partnership before a complaint is made against a member of the Partnership, any partner against whom the disciplinary complaint has not been made, shall engage the services of such external organisation to hear the complaint. Such external disciplinary committee shall also be bound by the principles of natural justice.

7.3 Disciplinary Action: LCW may, at its discretion, take disciplinary action against members who fail to follow this Policy, as per the procedure laid down in Clause 7.2 of this Policy. Disciplinary actions will vary depending on the violation, but at no point in time shall they be arbitrary in nature or undertaken without giving an opportunity to the member, to be heard. The decision of the Partnership will be final in all such cases. Possible consequences of disciplinary action include:

- (i) Seeking an apology letter
- (ii) Documented coaching and counselling
- (iii) Warning letter with or without impact to appraisal, bonus, benefits etc.
- (iv) Demotion
- (v) Detraction of Benefits for a Definite or Indefinite Time.
- (vi) Suspension or Termination.

7.4 Legal action: Besides internal disciplinary action in case of infringement of the policy, LCW reserves its right to take any and all legal action available to it in cases of corruption, theft, embezzlement or other unlawful behaviours.

...

The Land Conflict Watch Behaviour Framework

At Nut Graph LLP (“Land Conflict Watch” or “LCW”) we encourage all those engaged with, us in any way, to display the following traits in their professional behaviour:

- 1. Accountability**
- 2. Consideration**
- 3. Creativity**
- 4. Decisiveness**
- 5. Respect**
- 6. Initiative**
- 7. Communication**

This framework is a helpful guide to these behaviours, what to do, and what to avoid.

1. **ACCOUNTABILITY:** *I consistently strive to reach my goals in a thorough, timely way that I can be proud of. I re-empower others to do the same.*

Being accountable involves taking responsibility for your own work and the work of your project team to ensure that work gets delivered in time. It is about seeing your work through and overcoming any obstacles to ensure that it's of a high standard. It's important that you monitor your own performance against objectives and measures set, perhaps as part of a project plan or brief and that you act quickly if things are not going according to plan.

Everyone needs to be clear about what has to be achieved, to what standard, deadline, and budget, by following clearly defined goals and strategic priorities. Part of being accountable means having conviction in your abilities and skills to make a difference within Land Conflict Watch. It is also about empowering others to do the same to help progress your work and theirs. Policies and agreed approaches are essential to make the best use of our donors' money, so being accountable means accepting them and using them to your advantage.

When I am demonstrating accountable behaviour:

- I am clear on my role's requirements and do what I say I am going to do by delivering my objectives as agreed with my team and or manager
- I plan and ensure my work aligns with our organisational strategy and what we need to achieve, reflecting on what has and has not worked in the past and adapting to changes as and when they occur
- I deliver high quality work that is in line with agreed standards or benchmarks and within the agreed timeline
- I support my colleagues and identify when they might be struggling or need help with a piece of work by offering advice or undertaking tasks

- I proactively seek out new learning and development opportunities that will not only benefit my own thinking, but bring new solutions to ongoing challenges
- I say what I cannot do, manage my priorities, and communicate clearly when there are issues or delays to my work and the reasons for this

When I am not being accountable:

- I am late delivering my work, miss deadlines or go over budget without communication or good cause. I pursue my personal or team interests even when not in line with LCW objectives and values
- I set standards, and then do not work towards them or criticise others for doing the same
- I make decisions that are not in line with our policies
- I do not consult others if I am unsure or need advice on which approach will ensure the best use of our resources
- I am defensive, or blame others, and do not accept that I might be wrong when something does not work out
- I ignore a problem or difficult situation that I could improve or resolve in the hope that someone else will deal with it or pick it up for me
- I say 'No' to or ignore a request and do not offer alternative ideas or suggestions because it does not align with my thinking or priorities.

2. **CONSIDERATION:** *I support my colleagues and partners to try to find out what motivates them to do their best, and what pressures they are under, so that I can consider this when we work together. I am aware & sensitive to the differences in opportunities because of factors such as caste, class, religion & gender.*

Showing consideration at LCW is about relating to the colleagues around you, the work they do and the challenges they might face both professionally and personally. It means putting yourself in other peoples' shoes to understand perspectives, needs and pressures – particularly when there are differences of opinion or conflict. It is about taking the time to listen, engage with others, ask the right questions and never judge. It is about recognising when you might need to adapt your style or way you communicate to the colleague you are working with in a way that motivates or inspires them and makes them feel valued.

Being considerate helps to be aware when your colleagues or team members are feeling stressed or demotivated and might need extra support, guidance, or encouragement.

When I am demonstrating considerate behaviour:

- I listen to colleagues' concerns with interest and try to better understand a situation or task that I disagree with to resolve challenging situations and reach a mutual decision
- I am patient and give colleagues time and space to reflect and recharge when things get tough so they can work effectively
- I adapt how I communicate with different individuals to develop a rapport with them and build trust
- I listen to, encourage, and take time to get to know my colleagues so I can put myself in their shoes and understand their perspective
- I anticipate competing priorities and recognise that just because something is a priority for me does not mean that it is a priority for someone else

When I am not being considerate:

- I am judgemental and make assumptions about a colleague's situation without talking to them first to understand the context
- I do not make time for colleagues when they are clearly struggling or under pressure and push them away without checking that they are OK
- I isolate myself from other colleagues when working in a team and am only focused on my tasks without recognising how they might link to others
- I take colleagues for granted by expecting them to perform at 100% all the time and do not recognise a job well done
- I use my grade or assumed status within the organisation to push forward my agenda and am critical or hostile towards others.
- I am happy with myself & not concerned about what is happening with others

3. **CREATIVITY:** *I can continuously look for new and creative solutions and encourage others' ideas so that we can adapt and succeed in an ever changing and uncertain global environment.*

Being creative helps us to adapt our approach to a variety of situations, individuals, and groups. It is about continually seeking out fresh approaches to day-to-day work, thinking on our feet, and not being disconcerted or stopped by the unexpected. We need to allow time and space for creativity and sometimes this may mean deprioritising work or rethinking how we structure and interact with each other in meetings – and not just interacting with whom we are most familiar. When we have creative ideas, we need to frame them in a positive way and communicate effectively to enable others to understand and embrace new approaches. If we disagree with a proposed approach, we engage in good faith by offering concrete suggestions and alternatives. Being creative is necessary to respond to different and changing demands and work across a range of activities, locations, and cultures, now and in the future in line with our values.

When I am demonstrating creativity:

- I am open to change and seek out diverse ideas from a wide range of colleagues and stakeholders who also have expertise to share

- In every meeting, I ask “how could we do this differently?” to assess alternative options that challenge the status quo or step out of my comfort zone
- I listen and learn from others, including those outside of my team and our organisation
- I strive for continuous improvement and I am always eager and willing to share any learnings with others, to benefit both my colleagues and our work
- I invest time and space for innovation and take time to communicate the ideas around a creative approach to help others understand where I am coming from
- I feel comfortable making a mistake and take the time to review why something did not work out and develop solutions going forward
- I make an effort to find solutions to problems

When I am not demonstrating creativity:

- I am territorial about my work and take feedback personally or do not think it through
- I am not willing to try new things and I am resistant to change without a clear recommendation or reason
- I never provide alternative solutions if I do not like the way something is done or isn't workable
- I do the same things repetitively purely out of habit or being stuck in a rut
- I say, “LCW doesn't do that” without giving a clear reason why this is unfeasible
- I am not flexible

4. **DECISIVENESS:** *I make sound and timely judgements within my work so that a project or activity can progress with pace and confidence*

In the course of our work, there may be uncertainty or ambiguity. Sometimes, assumptions need to be made to drive our work forward. Good decision-makers consider different perspectives, benefits and the risks when making a decision. They also have the confidence to make timely decisions and believe in their judgement, even if mistakes are made. Being decisive means taking the necessary steps to make sure that a project or activity progresses and is not delayed because people procrastinate or block something for their own benefit. It means involving the right people and listening to advice as well as giving it, so that colleagues feel informed about what they are doing and have the confidence to move forward

When I am demonstrating decisive behaviour:

- I plan and give clear guidance or direction on what needs to happen within a task or project to other members of the team

- I am prepared to respond to reactive situations and am open to reviewing or adapting a decision if the context has changed or if a previous approach did not work in the way expected
- I communicate and document decisions that I have made, making them visible and easy to share so others are clear on what is agreed
- I embrace and support decisions made by committee even if they are counter to my own beliefs or recommendations
- I seek more clarity on a decision if it is not clear what has been agreed
- I trust others in my team to make decisions that will benefit our work, especially if I do not have the time or expertise to oversee numerous competing priorities
- As far as possible, I give reasons for my decisions

When I am not being decisive:

- I do not meet the timelines outlined when inputting into a decision or giving approval on something that needs my expertise
- I step in and block decisions made by others without giving a clear rationale or an alternative suggestion
- I spend too long making a decision because it does not match my perspective and I do not talk this through with colleagues involved
- I undermine the decisions made by others when I do not agree with them and I am critical about them when having discussions with others

5. **RESPECT:** *I treat my colleagues with equality and dignity, and assume they have integrity. I value the different perspectives of my colleagues/partners and show them that their contributions and expertise matter.*

When I am demonstrating respectful behaviour:

- I recognise, and give thanks for the contributions made by others
- I give people a chance to express themselves and show them that what they say or contribute matters by actively listening and responding
- I respond to emails in a timely manner and turn up to meetings prepared and on time
- I give constructive feedback and I do it in a safe, private space
- I am open to different working practices and incorporate a diverse mix of views, approaches and cultural experiences in my work
- I consider the impact of my behaviour on others and reflect on how I might make others feel before responding, especially in a challenging situation or when I feel stressed or under pressure
- I give others the benefit of the doubt and assume that they have good intentions. I ask questions and clarify before I make judgements

When my behaviour is disrespectful:

- I do not actively listen to a point of view and interrupt without letting a colleague finish what they have to say
- I am suspicious of views and input from new colleagues or colleagues who think differently or ridicule other's experiences without understanding the context
- I repeatedly attend meetings late without any explanation, fail to give constructive feedback when requested, or regularly leave phone calls or emails unanswered past a requested deadline
- I fail to involve colleagues in my work or give them sufficient time to contribute or add value
- I use an aggressive, abrupt, demanding tone of voice and body language which intimidates colleagues and inhibits their confidence or prevents them from contributing
- I do not modify my approach even after receiving constructive feedback

6. **INITIATIVE:** *I take the lead in doing work that is not assigned or expected of me. I take on additional/new responsibilities. I am able to identify things that I need to do, initiate discussions within the team, or raise them at an appropriate forum*

When I am demonstrating initiative in my behaviour:

- I am eager to do any work that is required to be done
- I am able to identify things that need to be done & bring it up in the team for discussion
- I volunteer to do tasks that are beyond my job description

When I am not demonstrating initiative in my behaviour:

- When I am waiting for instructions & directions
- When I do only what I am told to do

7. **COMMUNICATION:** *I share information with others such that it facilitates interaction & builds an inclusive environment.*

When I am demonstrating communicative behaviour:

- When I am proactive in my response
- When I share my discomfort with the team or at an appropriate forum
- I share in language that others can understand

When I am not demonstrating communicative behaviour:

- When I hold back information
- I don't respond to a request & do not give reasons for the same
- I don't listen to what others have to say & stick to my viewpoint