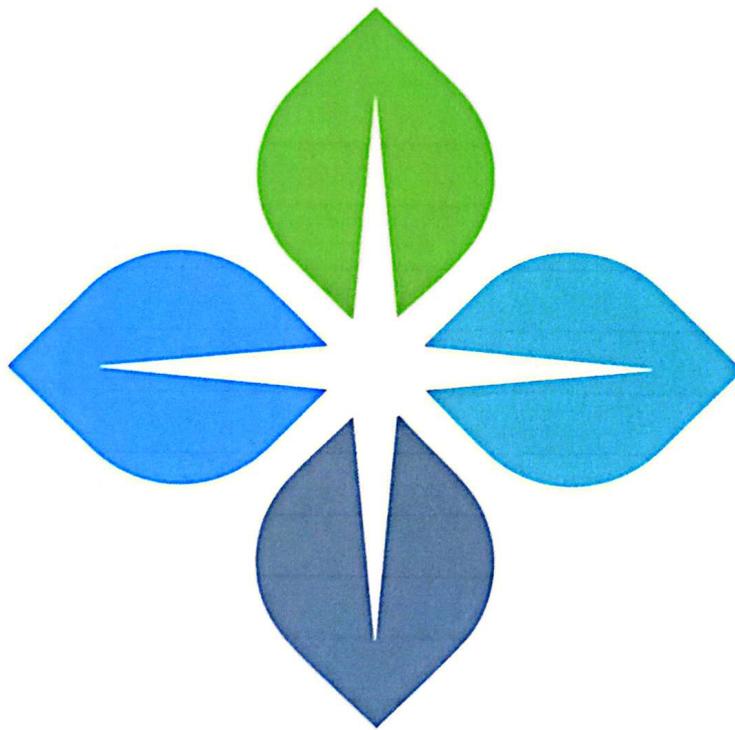


Justice, Equity Diversity and Inclusion



JEDI POLICY



Coastal Livelihood and Environmental Action Network

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Justice, Equity, Diversity, and Inclusion (JEDI) Policy of the Coastal Livelihood and Environmental Action Network (CLEAN)

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Approval

This policy was approved by the Executive Committee on 21 December 2024, at the office of the organisation

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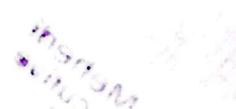
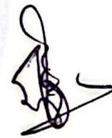
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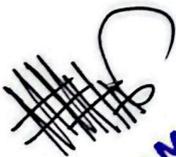
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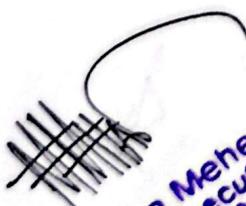

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About Us

Inclusive workforce




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About Us

Evolution

We are a non-partisan, voluntary organisation organised, operated, and guided by socio-cultural and professional activists. CLEAN was formed in November 2010. We work throughout Bangladesh, through our partners and the members of the Forum on Ecology and Development (FED) and the Bangladesh Working Group on Ecology and Development (BWGED). We work in South Asia through the South Asia Just Transition Alliance (SAJTA).

Legal Status

We are registered as a non-profit organisation under the Trust Act 1882 vide registration number IV-2/2015.

Vision

To establish an environment-friendly and poverty-free secular society with equity and justice.

Mission

Enabling communities to achieve their rights over nature and natural resources for a healthy environment and sustainable socio-economic development.

Working Area

We work directly in the coastal region of Bangladesh, as well as throughout the country in association with our program partners. We have a strong presence in the districts of Bishal, Chattogram, Cox's Bazar, Dhaka, Jajbandha, Jashore, Khulna, Mymensingh, Narayanganj, Netrokona, Noakhali, Patuakhali, Rajshahi, Rangpur, Satkhira, and Sunamganj in Bangladesh. We also work in other South Asian countries in coordination with our alliance members.

Participants

We directly work with disadvantaged individuals, particularly small and marginal farmers, fisher communities, forest dwellers, and Indigenous peoples. We also work with youths, students, academicians, researchers, government agencies, private entities, journalists and like-minded organisations as participants in creating voices for the voiceless.

General Body

Our General Body has 15 members, also known as the Board of Trustees, and 53 associate members. It is the supreme authority of the organisation, which sits annually to approve financial and operational reports, elect the Executive Committee (EC), and oversee strategic actions.

Executive Committee

Our Executive Committee (EC) consists of five members, who are elected by the General Body every five years. It meets at least twice a year to oversee organisational performance.

Principle Office

Our principal office (also called headquarters) is situated at 9A Mallick Bari Road, Boyra-Rayermahal, Khulna 9000, Bangladesh.

Contact person

Hasan Mehedi, Chief Executive
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Acronyms

| | | | |
|-------|--|----------|---|
| AOB | Anonymous Opinion Box | KPI | Key Performance Indicator |
| BWGED | Bangladesh Working Group on Ecology and Development | MEAL | Monitoring, Evaluation, Accountability and Learning |
| CE | Chief Executive | PANEL | Participation, Accountability, Non-discrimination, Empowerment, and Linkage |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women | SAJTA | South Asia Just Transition Alliance |
| CHS | Core Humanitarian Standard | SMT | Senior Management Team |
| CLEAN | Coastal Livelihood and Environmental Action Network | UN | United Nations |
| EC | Executive Committee | UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| FAC | Finance & Administration Cell | UDHR | Universal Declaration of Human Rights |
| FED | Forum on Ecology and Development | UNDRIP | United Nations Declaration on the Rights of Indigenous Peoples |
| HR | Human Resource | | |
| ILO | International Labour Organisation | | |
| JEDI | Justice, Equity, Diversity, and Inclusion | | |


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1 Introduction

This Policy is guided by the Constitution of the People's Republic of Bangladesh, which guarantees fundamental rights to all citizens without discrimination and directs the state to take additional measures for the toiling masses, peasants, workers, women, children and other backwards sections. It is further informed by international human rights instruments, including the Universal Declaration of Human Rights (UDHR), United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and the International Labour Organisation's (ILO) conventions, particularly Convention C190 on Violence and Harassment. This document affirms our unwavering commitment to creating a workplace that embodies the principles of justice we advocate for in our communities.

1.1 Rationale of the Policy

A formal Justice, Equity, Diversity, and Inclusion (JEDI) Policy is a cornerstone of our organisational integrity and effectiveness. It moves beyond passive non-discrimination to an active commitment to identify and dismantle systemic barriers. Research from institutions has shown that diverse and inclusive teams are more innovative and better at problem-solving, which is crucial for addressing the complex challenges we face. This policy provides a structural framework to ensure that our internal culture aligns with our external mission. It also serves as a preventive measure against internal discrimination, harassment, or bias-based conflicts by clearly defining expectations and establishing redress mechanisms.

commitments under frameworks such as the Sustainable Development Goals.

Our organisation and its EC unequivocally commit to embedding the principles of justice, equity, diversity, and inclusion into every facet of our organisation. We acknowledge that historical and systemic inequities exist, and we are committed to creating an environment where every individual, regardless of their identity, feels safe, valued, respected, and empowered to contribute fully to our community. This commitment is non-negotiable and central to our identity and mission.

1.3 Guiding Principles

- 1) **Human Rights:** Our actions are grounded in the Universal Declaration of Human Rights (UDHR), the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the inherent dignity of human beings.
- 2) **Accountability & Transparency:** We hold ourselves accountable to our staff, partners, and communities, adhering to the principles outlined in the Core Humanitarian Standard (CHS).
- 3) **Participation:** We ensure that those affected by a decision have a voice in the decision-making process.
- 4) **Cultural Sensitivity:** We respect local culture while upholding universal human rights.
- 5) **Gender Equity:** We are actively committed to addressing power imbalances and promoting the leadership and agency of women and gender minorities.

Our Commitment

Our rights-based approach is founded on the principles of Participation, Accountability, Non-discrimination, Empowerment, and Linkage (PANEL) to human rights standards. The JEDI Policy embodies these principles, ensuring that the rights of our staff are protected and promoted, thereby creating a workplace that aligns with the values we champion and our

1.4 Purpose of the Policy

The purpose of this policy is to establish a clear, actionable, and accountable framework for integrating JEDI into our organisational systems, culture, and programmes. It serves as a guide for all personnel, outlining their rights and responsibilities, and detailing the mechanisms for prevention, reporting, and redress.

1.5 Key Objectives

- 1) To institutionalise equitable practices in all Human Resource (HR) functions, including recruitment, retention, performance management, and professional development.
- 2) To cultivate a psychologically safe and inclusive workplace culture that is free from all forms of harassment, discrimination, and bullying.
- 3) To enhance the diversity of our team, with a specific focus on improving the representation of women and individuals from other underrepresented groups in all roles, including leadership.
- 4) To strengthen our programmatic impact by ensuring JEDI principles are integrated into project design, community engagement, and monitoring and evaluation.
- 5) To ensure transparent, fair, and survivor-centric mechanisms for grievance redress, in line with international best practices.

1.6 Expected Outcomes

- 1) A measurable improvement in staff diversity, particularly the gender ratio at management and technical levels.
- 2) Increased staff retention and higher scores on surveys measuring psychological safety and belonging.
- 3) Enhanced programmatic outcomes resulting from the integration of diverse perspectives and inclusive practices.
- 4) A strong, trusted internal justice system that effectively resolves complaints and prevents recurrence.

1.7 Scope of the Policy

This policy will cover the following individuals, situations and working areas:

1) Covered Individuals & Entities

- a) Full-time, part-time, contractual and temporary staff members
- b) Volunteers, interns and fellows
- c) Our consultants, contractors, and service providers.

- d) Partner organisations and their representatives participate in joint activities and within projects managed by us.

2) Covered Areas & Situations

- a) Our headquarters, liaison offices, project offices and field locations and their premises
- b) Work-related travel, meetings, trainings, orientations, workshops, conferences, and other events
- c) Virtual workspaces, including website, email, social media, digital communication platforms and data storage.
- d) All program activities, from design and implementation to monitoring and evaluation.
- e) Any social or official event or interaction that can be reasonably linked to the professional context of our organisation.

1.8 Review & Revision

- 1) This Policy will be formally reviewed every two (2) years, or earlier if required by significant changes in legislation, organisational structure, or lessons learned from its implementation.
- 2) The review process will be participatory, involving consultations with staff at all levels to gather feedback and suggestions.
- 3) The EC will formally approve all revisions to this policy, and the Chairperson will sign on behalf of them.



2 Definitions

These definitions are adapted and expanded from our Gender Policy, informed by resources from the Constitution of Bangladesh, UN Women, the ILO, and academic research.

2.1 Accessibility

Accessibility is the practice of ensuring all employees, regardless of disability, have equal access to their jobs, tools, and environment. It involves proactively removing physical, digital, and communicational barriers, enabling everyone to participate fully, work productively, and advance professionally with dignity in an equitable setting.

2.2 Allyship

Allyship is the active and consistent practice of using one's privilege to advocate for and support colleagues from marginalized groups. It involves listening to, amplifying, and supporting the voices of those who are often unheard, challenging inequities, and taking concrete actions to dismantle systemic barriers, thereby fostering a truly just and inclusive workplace for all.

2.3 Anonymous Opinion Box

Anonymous Opinion Box (AOB) is a vital tool for fostering a healthy workplace culture. It provides a safe, confidential channel for employees to share candid feedback, raise concerns, or suggest improvements without fear of reprisal. This unfiltered communication is invaluable, allowing leadership to identify hidden problems, address sensitive issues, and gain honest insights that might otherwise remain unspoken. The AOB will be submitted in closed envelopes and opened at intervals only by the Ombudsperson and their authorized representatives.

2.4 Bangladesh Working Group on Ecology and Development

The Bangladesh Working Group on Ecology and Development (BWGED) is a coalition of civil society organisations advocating for environmental justice and sustainable

development. It unites activists, researchers, and community groups to challenge ecologically harmful policies and projects. BWGED influences national discourse on climate change, energy, and resource rights, promoting pro-people, environmentally sound alternatives to protect the nation's natural heritage and the livelihoods dependent on it.

2.5 Brown Bag Session

The Brown Bag session, also known as a brown bag meeting, lunch meeting, or learning session, is an informal gathering held in the workplace during the lunch hour or other short breaks. These sessions typically involve participants bringing their lunch in paper brown bags, hence the name.

2.6 Colourism

Colourism is prejudice based on skin tone, often within the same racial or ethnic group. In the workplace, it creates systemic inequities by favouring lighter-skinned individuals in hiring, promotions, and recognition. This insidious bias is a direct barrier to justice and inclusion, devaluing individuals based on complexion.

2.7 Convention on the Elimination of all Forms of Discrimination Against Women

Often referred to as the international bill of rights for women, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) is a core human rights treaty that defines and legally obligates states to eliminate all forms of gender-based discrimination. For us, it provides the fundamental framework for our commitment to gender equity, informing our work to eliminate barriers and advance women's rights within our organisation and the communities we serve.

2.8 Core Humanitarian Standard

The Core Humanitarian Standard (CHS) is a global framework of nine commitments that

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ensures aid is of high quality, accountable, and people-centered. For us, it operationalises our JEDI principles by requiring that our assistance is impartial, inclusive, and responsive to community needs. It ensures that the most vulnerable participate in decisions and can provide feedback safely, aligning our external actions with our internal values. The **nine commitments** for the communities and people affected by a crisis:

- 1) Receive assistance that is appropriate and relevant to their needs.
- 2) Have access to the humanitarian assistance they need at the right time.
- 3) Are not negatively impacted and are more prepared, resilient, and less at risk as a result of humanitarian action.
- 4) Know their rights and entitlements, have access to information and participate in decisions that affect them.
- 5) Have access to safe and responsive mechanisms for handling complaints.
- 6) Receive coordinated, complementary assistance.
- 7) Can expect improved assistance as organisations learn and adapt.
- 8) Treated fairly and equitably, and are competent and well-managed, and
- 9) Resources are managed and used responsibly for their intended purpose.

2.9 Credit Minimisation

Credit minimisation is the subtle act of downplaying or misattributing a colleague's contributions, disproportionately affecting staff from marginalised groups. It is a direct barrier to equity, denying fair recognition and career growth, and eroding inclusion by making individuals feel invisible and their work devalued.

2.10 Cultural Competence

Cultural competence refers to the ability to interact effectively with people from diverse cultural backgrounds. It requires self-awareness of one's own cultural lens and the skill to adapt behavior and challenge stereotypes, dismantling barriers to foster an equitable and inclusive workplace where all contributions are respected.

2.11 Discrimination

Any distinction, exclusion, or preference made based on the characteristics listed under Diversity that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

2.12 Diversity

Diversity is the rich spectrum of human differences. It encompasses, but is not limited to, race, colour, ethnicity, ancestry, caste, religion or belief, gender identity and expression, sexual orientation, age, physical or mental disability, health status, socioeconomic status, family status, geographic origin, and political opinion.

2.13 Equity

Equity refers to fairness and justice in outcomes, not just equality in opportunity. As defined by international development agencies, it is about providing differential support based on individual and group needs to achieve substantive equality. For example, offering mentorship to junior female staff is an equity-based measure to address systemic barriers to their advancement.

2.14 Forum on Ecology and Development

The Forum on Ecology and Development (FED) is a district-level civil society forum dedicated to protecting communities, conserving the environment, and promoting economic prosperity in the area by opposing fossil fuel projects and environmentally destructive activities, while promoting green and clean development.

2.15 Free, Prior, and Informed Consent

Free, Prior, and Informed Consent (FPIC) is the right of Indigenous Peoples and local communities to give or withhold their consent for projects that affect them. It means consent must be voluntary (Free), sought in advance (Prior), and based on complete information (Informed). We commit to this process to ensure our projects respect community self-determination and have genuine local ownership and approval.

2.16 Gaslighting

Gaslighting is a form of psychological manipulation where an individual or a group makes another person doubt their sanity, perception of reality, or memories. It's a tactic used to control and undermine someone, often leading to self-doubt, anxiety, and a skewed power dynamic. It can manifest as denying events, distorting information, or blaming the victim for things they didn't do.

2.17 Gender Equality

Gender equality means that everyone, regardless of their gender identity, can develop skills and make choices free from stereotypes, roles, and biases. It acknowledges and values the diverse behaviours, ambitions, and needs of women, men, and non-binary individuals equally. It doesn't mean homogeneity, but that rights, duties, and opportunities aren't tied to assigned sex at birth. Gender equality is crucial for sustainable development.

2.18 Gender Equity

Gender equity ensures fair treatment for all genders — women, men, and others — addressing their economic, social, and cultural needs. It may involve identical or equivalent differentiated treatment, including compensatory measures for historical disadvantages, ultimately aiming for gender equality.

2.19 Harassment

A range of unacceptable behaviours, practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual, or economic harm. It includes:

- 1) **Microaggressions:** Subtle, often unconscious, everyday verbal or non-verbal slights, snubs, or insults which communicate hostile, derogatory, or harmful messages to individuals based upon their marginalised group membership. Examples include repeatedly mispronouncing a person's name after being corrected or expressing surprise at the competence of a female colleague.
- 2) **Discrimination:** Any distinction, exclusion, or preference made based on the characteristics listed under Diversity that has

the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

- 3) **Racial Harassment:** Conduct that denigrates or shows hostility towards an individual because of their race, colour, ancestry, or national/ethnic origin. It includes racial slurs, 'jokes', stereotyping, or displaying racially offensive symbols.
- 4) **Bullying:** Repeated, unreasonable behaviour directed towards an employee or group of employees that creates a risk to health and safety. It includes verbal abuse, deliberate exclusion, assigning meaningless tasks, or undermining a person's work.
- 5) **Sexual Harassment:** Unwelcome conduct of a sexual nature. It includes physical contact, demands for sexual favours (quid pro quo), sexually coloured remarks, showing pornography, and any other unwelcome physical, verbal, or non-verbal conduct of a sexual nature that creates a hostile, intimidating, or offensive work environment.

2.20 Human Rights

Human rights are the universal and inalienable rights inherent to all people, guaranteeing fundamental dignity, freedom, and equality regardless of background. They form the bedrock of our rights-based approach and this JEDI policy. Our work is dedicated to upholding these principles for our staff, partners, and the communities we serve in every action we take. Human Rights include, but are not limited to, women, children, indigenous communities, people with disabilities and workers.

2.21 ILO C190 Convention

The International Labour Organisation (ILO) Convention on the Violence and Harassment 2019 (C190) is the first international treaty to recognise the right to a world of work free from violence and harassment, including gender-based violence. It guides our commitment to fostering a safe and respectful environment for all staff and partners by defining and prohibiting unacceptable behaviours and establishing our responsibility to prevent and address them effectively.


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2.22 Inclusion

Inclusion is the creation of a culture where all individuals feel a sense of belonging, are treated with respect, and have their voices heard. It requires 'psychological safety' — an environment where staff can speak up, challenge the status quo, and make mistakes without fear of humiliation or retribution.

2.23 Intersectionality

Intersectionality is the analytical framework for understanding how a person's overlapping social and political identities (e.g., being a woman from a religious minority) combine to create unique experiences of discrimination and privilege. We are committed to using an intersectional lens to understand the complex barriers our staff and community members may face.

2.24 Justice

Justice is the proactive process of dismantling systemic barriers that have created and perpetuated inequity. It involves the fair and equitable distribution of power, resources, and opportunities. For us, this means not only preventing discrimination but also remedying past and present harms to create a genuinely level playing field for all.

2.25 Misogynistic Attitude

Misogynistic attitude is a systemic prejudice against women, manifesting as condescension, dismissal of ideas, or harassment. This toxic bias is a direct barrier to equity and inclusion, creating a hostile workplace that denies women just treatment, devalues their contributions, and prevents their full participation.

2.26 Monitoring, Evaluation, Accountability and Learning

Monitoring, Evaluation, Accountability, and Learning (MEAL) is the framework for systematically improving our work by tracking progress, assessing impact, being answerable to our stakeholders, and adapting based on evidence. For this JEDI policy, MEAL provides the structure to measure our commitments, learn from staff feedback, and hold ourselves accountable for fostering a genuinely equitable and inclusive organisational culture.

2.27 Ombudsperson

A neutral and independent individual, appointed by the CE in consultation with the EC, is responsible for investigating complaints submitted through the AOB and sensitive complaints involving the SMT or the CE.

2.28 Participation, Accountability, Non-discrimination, Empowerment, and Linkage

The Participation, Accountability, Non-discrimination, Empowerment, and Linkage (PANEL) principles are the foundation of our rights-based approach. They require us to ensure inclusive decision-making, be answerable to stakeholders, treat all individuals equitably, and enable people to claim their rights, all of which are linked to human rights standards. These principles are the bedrock of this JEDI policy, guiding our internal culture and external programmes. The Principles are:

- 1) **Participation:** Ensuring that people can participate in decisions that affect their human rights.
- 2) **Accountability:** Holding duty-bearers (e.g., governments, companies, organisations) answerable for their obligations.
- 3) **Non-discrimination and Equality:** Guaranteeing that all individuals are treated equally and without prejudice, with special attention to marginalised groups.
- 4) **Empowerment:** Giving people the capability, knowledge, and power to claim and exercise their rights.
- 5) **Linkage to Human Rights:** Explicitly connecting development goals and organisational actions to the standards set out in international human rights law.

2.29 Privilege

Privilege refers to unearned, often invisible advantages an individual receives based on their alignment with dominant social identities (e.g., race, gender, ability). This systemic benefit creates a smoother path for them while others face barriers, undermining accurate equity, inclusion, and justice.

2.30 Racism

Racism is a system of prejudice combined with institutional power. In the workplace, it manifests as systemic barriers in policies and culture that deny racialised individuals equitable opportunities, recognition, and advancement. It is a fundamental obstacle to justice, creating a hostile and inequitable environment for all.

2.31 Safe Space

The safe space is a workplace environment, both within the office and in the field, where all staff, especially those from marginalised groups, can be their authentic selves and engage in open dialogue without fear of discrimination, microaggressions, or retaliation. It is foundational to achieving accurate equity, belonging, and psychological safety for everyone.

2.32 Senior Management Team

The Senior Management Team (SMT) of CLEAN comprises the Coordinators, who are the heads of each cell, and the Chief Executive (CE). SMT is responsible for making critical decisions regarding our organisation's operations, budget, programs, and human resources.

2.33 South Asia Just Transition Alliance

The South Asia Just Transition Alliance (SAJTA) is a regional network uniting civil society organisations, grassroots movements, trade unions, and researchers. It advocates for a 'just transition' away from fossil fuel-dependent economies toward sustainable alternatives. The alliance works to ensure that this shift is equitable, protecting the rights and livelihoods of workers and vulnerable communities that are impacted by climate action. SAJTA promotes policy solutions that integrate social justice with environmental sustainability across South Asia. Presently, SAJTA works in Bangladesh, India, Nepal, Pakistan and Sri Lanka.

2.34 UN Women

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is the global champion for gender equality and the empowerment of women and girls. It works to

develop international standards and supports governments and civil society in implementing them. UN Women's policies and research provide a crucial guiding framework for our JEDI commitments and our programmatic work on women's empowerment.

2.35 Unconscious Bias

Unconscious bias refers to ingrained stereotypes that fuel snap judgments without conscious awareness. In the workplace, it directly undermines JEDI by creating inequity in hiring, promotions, and daily interactions based on factors such as color, culture, ethnicity, food habits, gender, physical appearance, religion, socioeconomic status, and skin tone. It perpetuates systemic barriers, hindering diversity and preventing the development of a genuinely inclusive culture where all individuals can thrive.

2.36 United Nations Declaration on the Rights of Indigenous Peoples

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is a global standard that affirms the rights of Indigenous Peoples to self-determination, their cultures, identities, and traditional lands. For us, it anchors our JEDI commitment to Bangladesh's indigenous communities, ensuring their distinct rights are respected. We are guided by the principle of Free, Prior, and Informed Consent (FPIC) in all programming that affects these communities.

2.37 Universal Declaration of Human Rights

Universal Declaration of Human Rights (UDHR) is the cornerstone of international human rights law, proclaiming that all people are born free and equal in dignity and rights. It is the ultimate source for our rights-based approach and our JEDI commitment. This declaration underpins our work to uphold the inherent dignity of all staff and community members we serve.




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3 Governance

Effective implementation of the Policy principles necessitates a dynamic, proactive, and enthusiastic team throughout the organisation. The EC, CE, SMT, JEDI Committee, and all staff members will collaborate to achieve this.

3.1 Executive Committee

The EC will provide strategic oversight and champion the JEDI Policy. They also ensure the CE is held accountable for their implementation. The EC will approve the policy and its revisions, and serve as the final appellate body for grievances against the CE, as recommended by the Ombudsperson.

3.2 Chief Executive

The CE will drive the implementation of the JEDI Policy and model inclusive leadership. They will allocate the necessary resources (time and budget) for JEDI initiatives, seeking grant support where possible. They will also ensure all SMT members and line supervisors are competent in their JEDI responsibilities. The CE will make final decisions on disciplinary actions based on the recommendations of the Ombudsperson and the Investigation Committee.

3.3 Senior Management Team

SMT will integrate JEDI goals into departmental work plans and budgets. The team will support and guide Cell Coordinators or Team Leaders in fostering an inclusive team culture. They will lead by example in all matters of workplace conduct.

3.4 JEDI Committee

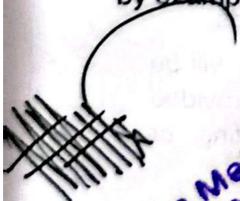
A three-member JEDI Committee will be formed, consisting of at least two women or staff members from marginalized genders, and at least one SMT representative. The JEDI committee chair will be a woman or a staff member from a marginalized gender, who will also serve as the Gender Focal Point. The position will be facilitative, rather than investigative. Their responsibilities include:

- 1) Acting as a confidential, non-judgmental resource for staff to discuss JEDI concerns.
- 2) Organising JEDI trainings, orientations, brown bag sessions, and awareness campaigns using low-cost methods.
- 3) Maintaining the JEDI resource library and promoting peer learning.
- 4) Preparing the annual JEDI report.

3.5 Staff Members

Our full-time, part-time and temporary staff members, volunteers, interns, fellows, and consultants will:

- 1) Actively contribute to a respectful and inclusive workplace.
- 2) Complete all mandatory JEDI trainings and orientations
- 3) Familiarise themselves with this policy and their rights and responsibilities.
- 4) Report and complain about any breaches of this policy in good faith, without fear of retaliation or retribution.


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4 JEDI Mainstreaming

To mainstream JEDI in the organisation's management system, we will incorporate inclusiveness into the recruitment, onboarding, communication process, program design, training, and capacity-building initiatives.

4.1 Recruitment & Onboarding

In the recruitment process, the following criteria will be followed:

- 1) **Job Circulation:** Job descriptions and advertisements will use inclusive, gender-neutral language and explicitly state our commitment to JEDI. In the circulation, we will add: *"We strongly encourage applications from women and gender-diverse individuals, Indigenous people, people with disabilities, and candidates from marginalised groups"*.
- 2) **Scrutiny:** To mitigate unconscious bias, we will strive to use anonymised shortlisting (removing names, age, etc.) where feasible.
- 3) **Interview Panel:** Interview panels will, whenever possible, be diverse (e.g., gender, seniority, ethnic identity).
- 4) **Panelists' Orientation:** All panellists will receive a brief orientation on bias-aware interviewing, so that questions and comments undermining cultural and religious practices, ethnicity, gender, nationality, physical appearances, skin color and socioeconomic status could be avoided.
- 5) **Interview Questions:** Interviews will use structured, competency-based questions. At least one question will explore the candidate's understanding of and commitment to JEDI principles.
- 6) **Onboarding Orientation:** The JEDI policy is a mandatory read for all new hires. The onboarding process will include an interactive session on this policy, focusing on workplace culture, acceptable behaviour, and reporting channels.

4.2 Workplace Culture & Practices

As people from diverse cultural backgrounds often fall behind in professional development due to social and cultural stigma, several steps should be included in the Human Resource Policy to foster behavioral changes within the organisation, which can contribute to society. The steps to ensure behavioural change might be included in the Human Resource Policy, but they also need to be consolidated for easy reference. The workplace culture-related standards are:

- 1) **Celebrating Diversity:** We will formally observe key dates related to diversity and inclusion (e.g., Bengali New Year, International Women's Day, International Day of the World's Indigenous Peoples, etc.). We will also promote informal staff-led initiatives to celebrate cultural festivals.
- 2) **Respectful Communication:** We will promote active listening and ensure that all voices are given space in meetings. At the same time, we will show zero tolerance for derogatory language, slurs, or 'jokes' based on identity.
- 3) **Working Arrangements:** Recognising our financial constraints, we commit to providing low-cost, high-impact flexibility to promote equity, particularly for caregivers. It includes compassionate leave and consideration for remote work during family or health emergencies, as well as flexible start and end times, subject to operational needs.
- 4) **Language:** Our key communications will be in Bangla, with English translations provided where necessary for donor reporting or external partnerships.
- 5) **Accessibility:** We will make every effort to provide reasonable accommodations for individuals with disabilities, ensuring both physical and digital accessibility to the best of our ability.

4.3 Training & Capacity Building

With limited resources, we will strive to organise the following activities to enhance awareness, skills and develop the capacity of our staff members:

- 1) **Staff Orientation:** JEDI orientation is mandatory for all staff members upon joining the organisation.
- 2) **Periodic Workshops:** We will organise at least one Annual Workshop on related topics such as Unconscious Bias, Power and Privilege, Allyship, and Creating Psychologically Safe Spaces.
- 3) **Resource Library:** We will create a curated digital folder on JEDI and encourage peer-led 'brown bag' learning sessions.

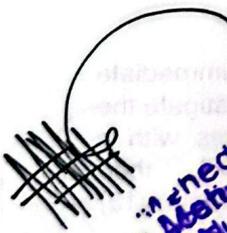
4.4 Staff Surveys

The JEDI Committee will organise annual surveys and voluntary, confidential focus groups to gather feedback and measure progress on workplace culture.

4.5 JEDI Report

A concise annual report will be shared with the EC and staff, and a summary will be provided to donors, outlining key achievements, challenges faced, lessons learned, and priorities for the year. Our Key Performance Indicators (KPI) will be included in the JEDI report prepared by the SMT annually. The KPIs include:

- 1) Staff diversity data (gender, religion, ethnicity, etc.) at all levels, tracked over time.
- 2) Number, type, and resolution time of complaints.
- 3) Qualitative data from staff surveys on feelings of inclusion and safety.
- 4) Uptake of JEDI trainings and flexible work arrangements.


Hasan Maheshi
Chief Executive
CLEAN



5 Grievance Mechanisms

A cornerstone of our commitment to JEDI is providing safe, accessible, and effective channels for staff to raise concerns without fear of reprisal. A policy is only as strong as our ability to uphold it, and this mechanism is our primary tool for accountability. Our grievance processes are built on the principles of confidentiality, impartiality, fairness, and a strict prohibition of retaliation against anyone who reports a concern in good faith. This chapter outlines the formal and informal procedures available for reporting, investigation, and resolution, ensuring every concern is addressed respectfully and promptly.

5.1 Complaint Channels

Any staff member may submit a complaint regarding their grievances within seven (7) days of the occurrence. Complaints can be submitted through three confidential reporting channels:

- 1) **Informal Channel:** Discussing the issue with a trusted line supervisor or the JEDI Chair (who also serves as the Gender Focal Point) for advice or mediated resolution.
- 2) **Formal Channel:** Submitting a written complaint directly to any member of the SMT or CE, as appropriate.
- 3) **Confidential Channel:** Submitting a complaint through the AOB. The AOB is reviewed frequently by the Ombudsperson. This channel is mandatory for complaints involving members of the SMT or the CE to ensure impartiality and transparency.

5.2 Whistleblower Protection

We have zero tolerance for retaliation. Any person found to have retaliated against an individual for making a good-faith report will be subject to severe disciplinary action, up to and including termination of employment.

5.3 Investigation Committee

- 1) If the accused person is a mid- or lower-level employee, the Investigation Committee will consist of three (3) members whose positions

are higher than the accused's. The team may have at least one female member, who could be from the same grade as the accused. The supervisor of the accused will be excluded from the Team.

- 2) If the accused person is a member of the SMT, the Ombudsperson will lead the investigation, along with two members from the EC. The team may have at least one female member.

5.4 Investigation Process

- 1) The FAC or the Ombudsperson will acknowledge a formal complaint within three (3) working days after receiving the complaint.
- 2) The investigation will be conducted with utmost confidentiality, impartiality, and adherence to due process (giving both parties the right to be heard).
- 3) The investigation will be completed within fifteen (15) working days.
- 4) The Investigation Committee Chair will submit a confidential report to the FAC, CE or the Chairperson, as appropriate, detailing the findings and recommendations.
- 5) The complainant and the accused will be informed of the outcome of the investigation and that appropriate action has been taken, respecting the privacy of all involved.

5.5 Appeals Process

- 1) If employees complaints to their immediate supervisor, the supervisor will investigate the matter and provide the employees with a personal hearing. They will then communicate the decision within fifteen (15) days.
- 2) If the employee disagrees with the supervisor's response, they should write to the next-level supervisor within seven (7) days of receiving the response. The supervisor shall investigate and inform the employee within fifteen (15) days.

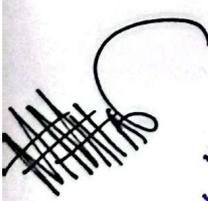
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Chief Executive
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- 3) If the employee remains unsatisfied, a written request for further review may be submitted to the CE. The CE will take further initiative and settle the matter within fifteen (15) days, and their decision is final.

5.6 Roles in Decision-Making

- 1) **Executive Committee:** The EC decides on cases involving the CE.
- 2) **Chief Executive:** The CE makes the final decision on any staff member.

- 3) **Ombudsperson:** The Ombudsperson investigates complaints against the SMT or the CE, as well as anonymous complaints.
- 4) **Senior Management Team:** The SMT reviews the investigation reports, if applicable, and recommends sanctions for mid- and lower-level staff members.
- 5) **JEDI Committee:** JEDI Committee may hear the initial complaints and recommend Ombudsperson to listen to the complainant.


Chief Executive
Coastal Livelihood and Environmental Action Network (CLEAN)



6 Disciplinary Actions

To ensure the principles of this JEDI Policy are actively upheld, we are committed to a disciplinary process that is fair, transparent, and restorative. This chapter outlines a system of progressive discipline, where the response is proportional to the severity and frequency of the infraction. The goal is not only to hold individuals accountable for their actions but also to correct behaviour and reinforce our shared commitment to a safe, respectful, and inclusive workplace for every member of our team. Breaches of this policy are taken seriously and will be addressed consistently and decisively.

- 3) **Suspension with Pay:** Temporary removal from work with payment of Basic Salary for serious misconduct, pending further investigation or as a final sanction.
- 4) **Suspension without Pay:** Temporary removal from work without pay for serious misconduct based on the recommendation of the Investigation Committee.
- 5) **Termination:** For gross misconduct, including but not limited to sexual assault, repeated harassment after prior warnings, or any behaviour that fundamentally violates our core principles, the CE will terminate employment based on the recommendation of the Investigation Committee.

6.1 Range of Infractions

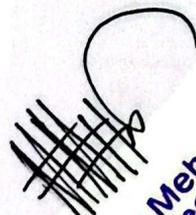
Violations of this policy include, but are not limited to:

- 1) **Verbal or Written:** Sexist or racist comments, slurs, threats, gaslighting, etc..
- 2) **Behavioural:** Systemic bullying, abuse of power, spreading malicious rumours, retaliation, etc..
- 3) **Non-verbal:** Leering, displaying offensive materials, and deliberately exclusionary gestures, etc..
- 4) **Physical:** Unwanted touching, physical intimidation, assault, etc.

6.2 Progressive Sanctions

Actions will be proportionate to the severity of the offence. However, gross misconduct (e.g., sexual assault, quid pro quo harassment, physical violence) may warrant immediate termination. The other gradual progressive sanctions are:

- 1) **Informal Warning:** For minor, first-time, and unintentional infractions, the line supervisor will issue a warning and coach staff members on respectful behaviour and communication.
- 2) **Written Warning:** For repeated minor offences or a single, more serious incident, the FAC will issue a formal warning in consultation with the respective SMT member, if applicable.


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 Chief Executive
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Confidential Complaint Form

Annexures



Confidential Complaint Form

Our Commitment to You

We are fundamentally committed to creating a safe, respectful, and inclusive workplace for every member of our team. We take all complaints of discrimination, harassment, and violence seriously. This form is a tool to help you report an incident formally. Your safety and confidentiality are our highest priorities throughout this process. It is a confidential tool for reporting incidents of harassment, discrimination, bullying, or other violations of our Human Resource, JEDI and Gender Policy.

Protection from Retaliation

We have a zero-tolerance policy for retaliation against anyone who reports a concern in good faith or participates in an investigation. Any act of retaliation is a serious violation of our policy and will result in disciplinary action.

Language

Please write the complaint in your first language and style. We are ready to translate into Bengali or English, whichever works better for you and the Investigation Committee members.

Instructions

- 1) Please complete this form as thoroughly as possible. However, you do not have to answer any question that makes you feel uncomfortable.
- 2) The information you provide will be kept confidential and shared only with those who are directly involved in the investigation process.
- 3) If you need assistance completing this form, please contact the JEDI Chair or the Ombudsperson confidentially.

1. Your Position (Please Check any of the following)

- I am the person who was directly affected by this behaviour
- I am a witness to this behaviour

2. Date & Location of the Incident

Date of the incident: Time (Approximately):

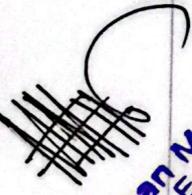
Location of the Incident:

3. Pattern of Behaviour (Please check one of these)

- It was a single incident
- It is part of a recurring pattern of behaviour

4. Please Describe what Happened

(Be as specific as possible. What was said or done? What was the context? Who was present?)


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4. Identify the Accused Person (the person who engaged in the harmful behaviour)

Name of the Person:

Position: Cell/Team:

Relationship to you:

5. Identify the Witnesses (witnesses would only be approached with confidentiality)

Name of the Staff: Position:

Name of the Staff: Position:

Name of the Staff: Position:

6. Nature of the Complaint

- Microaggression** (subtle but harmful comments/actions that make someone feel like an outsider)
- Bullying/Intimidation** (repeated unreasonable behaviour, verbal abuse, deliberate exclusion, threat)
- Abuse of Power** (a senior colleague used power to intimidate, exploit, or mistreat others)
- Discrimination** (unfair treatment based on gender, religion, disability, ethnicity, age, caste, etc.)
- Retaliation** (Negative action taken for raising a concern or participating in an investigation)
- Non-sexual Harassment** (Offensive comments, slurs, or intimidation based on identity)
- Physical Harassment** (Unwelcome touching, pinching, slapping, grabbing or hitting)
- Sexual Harassment** (Unwelcome sexual comments, jokes, or display of offensive material)
- Other** (Please specify):

7. Desired Outcome

Your preference is important to us. Please indicate what you would like to see happen as a result of this complaint. It helps us understand your needs; however, the investigation findings will ultimately determine the outcome.

- I want the behaviour to stop, and I would like an informal resolution (mediated conversation)
- I want a formal investigation into my complaint
- I request that appropriate disciplinary action be taken against the respondent
- I am unsure and would like to discuss my options (confidentially meet the Ombudsperson)
- Other (Please specify):



The information provided in this form is true and accurate to the best of my knowledge.

Signature: _____ Name: _____

Position: _____ Cell/Team: _____

Phone: _____ Email: _____

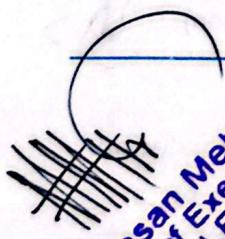
**Sanjiv Mehedi
Executive**

JEDI Training Curriculum

Participants: All Staff Members

Duration: 1 Day

| Session | Topic | Contents | Method |
|-----------|--|---|------------------|
| Session 1 | Foundations of JEDI: Introduction | Definition of Justice, Equity, Diversity, Inclusion and other related issues | Lecture |
| Session 2 | Why JEDI matters at our organisation | Added value of justice, equity, diversity and inclusion in an organisation | Group Work |
| Session 3 | JEDI Norms, Behaviours & Attitudes | Identifying inclusive vs. exclusive behaviours in the workplace | Interactive Poll |
| Session 4 | Practising Respectful Communication | Respectful and disrespectful behaviour, Active listening and inclusive language | Role-play |
| Session 5 | Unconscious Bias & Power Dynamics | Unconscious Bias, Personal and Systemic Bias, Privilege, Rebalance Power | Open Forum |
| Session 6 | Handling Harassment & Discrimination | Internal Reporting and Grievance Mechanisms, Respond to incidents, Culture of Prevention and Accountability | Presentation |
| Session 7 | Disciplinary Actions & Appeals Process | Verbal or Physical Harassment, Exclusionary Behaviour, Microaggressions | Lecture |
| Session 8 | Designing Equitable Solutions | Equitability and Equality, Gender, Accessibility, Knowledge and Ownership, Power Imbalances | Group Work |
| Session 9 | Closing & Evaluation | Key takeaways, personal experiences, and honest feedback | Open Forum |


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