LABOUR MANAGEMENT PROCEDURES (LMP)

Pacific Community - Statistics for Development Division (SDD), Kiribati National Statistics Office (KNSO), Tonga Statistics Department (TSD) and Tuvalu Central Statistics Division (CSD)

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LABOUR MANAGEMENT PROCEDURES

Borrower	**Pacific Community (SPC)**
Implementing Entity	Statistics for Development Division (SDD)
Project Title	Statistical Innovation and Capacity Building in the Pacific Islands (Pacstat2)
Project Number	P518516
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1. Overview of Labour use on the project

PacStat2 will be implemented over a five-year period. The project workforce will comprise a range of worker categories engaged across regional and country-level activities.

Number of Project Workers:
The total number of workers to be engaged under Pacstat2 will vary over the five-year implementation period and will be confirmed through the Annual Work Plan, Procurement Plan, approved staffing structure, and implementation arrangements. The project is expected to involve SPC-SDD technical staff, Project Implementation Unit staff, long-term technical advisers and specialists, short-term consultants, firms and suppliers, contracted workers, and country-level workers engaged through participating countries (Kiribati, Tonga and Tuvalu), partnership agreements, sub-grants, or equivalent arrangements where applicable.

The following worker categories are expected under PacStat 2:

Table 1: Expected Project Worker Categories and Indicative Roles under PacStat2

Type of Worker	Indicative role under Pacstat2
SPC-SDD technical staff	Provide technical oversight, quality assurance, statistical leadership, and country support through time-based inputs and agreed work plans.
Project Implementation Unit staff	Provide project management, procurement and contract management, financial management, monitoring and evaluation, environmental and social oversight and reporting, administration, coordination, logistics, reporting, and implementation support.
Long-term technical advisers and specialists	Provide specialist inputs in areas such as statistics, administrative data, data systems, MEL, poverty, prices, demography, CRVS, data engineering, and other technical areas required by the project.
Short-term consultants, firms, and suppliers	Support specialist assignments, training, workshops, ICT, data systems, research, communications, country missions, and implementation of specific activities.

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Contracted and country-level workers	May be engaged by suppliers, firms, service providers, participating countries, national statistics offices, or equivalent agencies for fieldwork, data collection, training, logistics, or other project-supported activities.
Country project officers / focal points	Designated in each participating country to coordinate country-level activities, prepare annual work plans, monitor implementation progress, and liaise with SPC and the World Bank.

Categories of Project Workers:
Project workers are expected to include both international and regional personnel, as well as country-level workers engaged in participating countries. SPC-SDD technical staff and PIU staff will be based in Suva, Fiji, and in Noumea or other SPC duty stations as relevant. Consultants and specialists may be home-based, country-based, or engaged for specific missions depending on project needs.

Long-term and short-term consultants may include technical advisers, statisticians, economists, data specialists, ICT specialists, MEL specialists, safeguards specialists, trainers, facilitators, and other experts required to support implementation. They may work remotely, from SPC offices, or through country missions, depending on the approved work plan and contract requirements.

The number and type of short-term consultants, firms, suppliers, and country-level workers will be confirmed during implementation as specific activities are approved. They may include local workers and international workers, including personnel from participating Pacific Island Countries.

The team will be composed of both male and female workers. All project-financed workers, including staff, consultants, contracted workers, data collectors, enumerators, and workers engaged through firms, suppliers, or country arrangements, will be 18 years of age or older.

Timing of Labour Requirements:
Labour requirements will be sequenced over the five-year PacStat2 implementation period and confirmed through the Annual Work Plan, Procurement Plan, staffing plan, and implementation readiness requirements. SPC-SDD technical staff will contribute as needed, while PIU staff will provide day-to-day project management and operational support.

Long-term advisers and specialists will be mobilised in accordance with approved procurement and recruitment timelines. Their duration and level of effort will depend on the approved terms of reference, contract type, and project implementation needs.

Short-term consultants, firms, suppliers, and country-level workers will be engaged when required for specific activities such as country missions, workshops, surveys, administrative data support, ICT and data systems, communications, training, research, and technical assistance.

Skill Sets of Project Workers:

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SPC-SDD technical staff and PIU personnel assigned to PacStat2 will require skills in project management, statistics, financial management, procurement, contract management, administration, monitoring and evaluation, environmental and social safeguards, communications, data systems, and country coordination. The project will also draw on institutional advice from SPC corporate services, including Human Resources, Finance, Procurement, Legal, and health and safety functions.

Long-term technical advisers and specialists may be engaged to support priority areas under PacStat2, including official statistics, administrative data, poverty and welfare statistics, prices, demography, CRVS, data engineering, data systems, monitoring and evaluation, and related fields.
Technical specialists will be expected to provide high-quality advisory support, develop guidance and tools, support country-level implementation, strengthen capacity, review deliverables, and contribute to regional standards, methods, and knowledge products.

Key personnel will work together to support implementation of the PacStat2 components, including regional and country-level statistical capacity building, administrative data integration, modernisation of data systems, monitoring and evaluation, safeguards, and project management.
Where relevant, advisers may also support harmonisation of statistical concepts, methods, indicators, metadata, anonymisation, dissemination, and quality assurance across participating Pacific Island Countries.

Short-term consultants, firms, and suppliers will require different skills depending on the assignment. These may include research, survey and census operations, administrative data, data governance, ICT, data engineering, training, facilitation, communications, procurement, environmental and social safeguards, monitoring and evaluation, and project implementation support.

The Project Operations Manual sets out procedures to ensure appropriate consultants are recruited.

Contracted Workers:
In addition to individual consultants engaged directly by the project, PacStat2 may require contracted workers through firms, suppliers, service providers, or participating country arrangements. These workers may support ICT and data systems, office equipment, surveys, administrative data activities, fieldwork, training, workshops, logistics, communications, and other activities approved under the Annual Work Plan and Procurement Plan.

Procurement of firms, consultants, suppliers, and service providers will follow the World Bank Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025, the Financing Agreement, the Project Procurement Strategy for Development, the approved Procurement Plan, SPC procurement requirements, and the Project Operations Manual.

Where country-level workers are engaged through partnership agreements, sub-grants, or equivalent arrangements, the relevant agreement will set out labour, environmental and social, fiduciary, reporting,

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grievance, and compliance requirements. These arrangements will require activities to be carried out with due diligence and efficiency and in accordance with sound technical, economic, financial, managerial, environmental, and social standards acceptable to SPC and the World Bank.

2. Assessment of key potential Labour risks

This section describes the following, based on available information:

Potential risks for direct workers, including SPC workers

SPC will establish a Project Implementation Unit (PIU) in Suva, Fiji, led by a Project Manager and supported by fiduciary and operational staff. PacStat2 will be managed by SPC-SDD through this PIU, with technical inputs from SPC staff and consultants. Activities may require travel to participating Pacific Island Countries for country missions, workshops, training, survey support, administrative data work, data systems support, monitoring, safeguards supervision, and stakeholder engagement.

Potential labour risks for direct workers and consultants are expected to be low depending on the activity and location. Risks may include travel to remote locations, including travel by road, sea, and air; adverse weather and natural hazards; fatigue; working alone; accommodation conditions; interaction with communities and government counterparts; security of equipment and data; and occupational health and safety risks associated with office-based, travel-based, workshop-based, and field-based work.

Labour risks will be screened and managed in accordance with the Environmental and Social Commitment Plan (ESCP), Labour Management Procedures (LMP), Stakeholder Engagement Plan (SEP), Environmental and Social Management Plan (ESMP) or other applicable instruments, SPC policies, and World Bank Environmental and Social Framework (ESF) requirements, including ESS2 on Labour and Working Conditions. Fieldwork-specific risks, including travel to remote locations and extended presence in communities, will be managed through the protocols described in this LMP.

Contractors, firms, suppliers, and service providers are generally expected to present low labour risks, depending on the nature of the assignment, whether fieldwork is involved, and whether workers are engaged in remote or higher-risk environments.

SPC has a range of policies and guidelines in place to reduce risks. These are listed and links provided in section 6 below.

Potential risks for contracted workers, including data collectors

PacStat2 may support country-level statistical activities that involve data collectors, enumerators, trainers, facilitators, administrative data personnel, or other workers engaged through participating countries, national statistics offices, firms, suppliers, or service providers. These workers may support household surveys, administrative data integration, prices collection, census or survey operations, data quality work, training, workshops, and other approved activities.

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Risks for contracted and country-level workers may include harassment when collecting information; difficult community interactions; travel to remote locations by sea, road, air, or on foot; exposure to adverse weather events and natural hazards; poor accommodation or living conditions; animal attacks; working alone; fatigue; equipment theft; data security risks; and occupational health and safety risks associated with fieldwork, workshops, and travel. Low but potential risks of sexual exploitation and abuse and sexual harassment (SEA/SH) may also arise in the context of field interactions with respondents or community members.

Risk mitigation measures may include activity-specific risk screening, clear terms of reference, worker induction, codes of conduct, supervision arrangements, working in pairs or teams where appropriate, use of local knowledge, safe travel planning, communication protocols, incident reporting, grievance access, safeguarding measures, and coordination with national statistics offices or relevant country agencies.

While many of these activities are consistent with normal statistical operations, they are recognised as potential project risks and will be managed through the project's environmental and social instruments, contractual requirements, supervision arrangements, and reporting processes.

3. Brief overview of labour legislation: Terms and Condition

SPC is an intergovernmental organisation and is not subject to national labour laws. The relevant rules applicable to SPC staff are set out in SPC's Manual of Staff Policies, which outlines the organisational duty to:

a. pay staff regularly at either monthly or fortnightly intervals depending on position and duty station;
b. set the working hours for staff at 37.5 hours per week;
c. provide paid leave as follows:
    i. 25 days of annual leave per year;
    ii. 30 days of sick leave per year;
    iii. up to 12 months of paid leave for staff who have become incapacitated due to their work for SPC;
    iv. 5 days of carer's leave;
    v. 10 days of compassionate leave;
    vi. 16 weeks of maternity leave;
    vii. 15 days of parental leave;
    viii. sufficient time and an appropriate place each day for staff to breastfeed.
d. deduct wages only for unpaid debts to SPC and retain a bond for housing expenses upon separation from service.

Consultants recruited under the project will have the status of independent contractors and will not be staff members. They are therefore not entitled to any privileges and immunities under international law. Consultants will be compensated on a fee-for-service basis and will be responsible for managing their own time. As part of their contract conditions, consultants must comply with all laws, ordinances, rules, and

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regulations relevant to the performance of their obligations under the contract. As independent contractors, they will not be entitled to the paid leave benefits that SPC provides to its staff.

Under SPC's Health and Safety Policy, all employees and contractors are required to demonstrate medical fitness before appointment.
Local workers who are government employees will be subject to applicable national labour laws. The project will make reasonable efforts to ensure such workers are treated in a manner consistent with ESS2 principles. For contracted and country-level workers who are not civil servants, where national labour legislation does not meet the requirements of ESS2, the project will apply the more protective standard.

4. Brief overview of Labour Legislation: Occupational and Health and Safety

This section sets out the key aspects of national labour legislation relating to occupational health and safety and explains how national legislation applies to the different categories of workers identified in Section 1. The overview focuses on legislation relevant to ESS2, paragraphs 24 to 30.

As SPC is an intergovernmental organisation, national labour legislation on occupational health and safety does not apply to SPC. Occupational health and safety are guided by SPC's relevant policies. SPC has a Health and Safety Policy as part of its Manual of Staff Policies, supported by operational guidelines that give effect to the policy.

The SPC Health and Safety Standard Operating Procedure specifies the actions required to implement an appropriate injury management and rehabilitation programme. These actions will be undertaken by the project where relevant.

For field-based activities, including household surveys, data collection, price collection, administrative data work, training, and fieldwork missions, activity-specific fieldwork protocols will be developed as part of activity and survey implementation planning. These protocols will be documented in survey operational manuals, mission plans, terms of reference or equivalent implementation documents and communicated to all field staff during pre-fieldwork induction. Protocols will cover, at minimum:

- Pre-departure risk screening;
- Travel and accommodation arrangements;
- Safe transport by road, sea or air;
- Requirements for paired enumerators or team-based work where appropriate;
- Supervisor check-in and communication procedures;
- Cultural protocol guidance;
- Respondent and community interaction protocols;
- Safeguarding and SEA/SH risk mitigation;
- Data and equipment security;
- Emergency contacts; and
- Incident reporting procedures.

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During fieldwork, supervisors will monitor implementation of these protocols through regular check-ins with field teams, review of field issues, and coordination with the relevant national statistics office, country project officer or focal point, service provider, or SPC technical lead. Workers will be briefed on how to report safety concerns, harassment, difficult community interactions, travel disruptions, medical issues, security incidents, safeguarding concerns, or near-misses. Field teams will be required to stop, pause, or adjust activities where conditions become unsafe, and supervisors will escalate issues to the Project Manager and relevant SPC functions as needed.

Where an occupational health and safety incident, accident, serious near-miss, security incident, harassment concern, SEA/SH allegation, or other labour-related incident occurs during project activities, the worker or supervisor will notify the relevant field supervisor and the Project Manager as soon as practicable. Immediate steps will be taken to ensure the safety and wellbeing of affected persons, including access to medical care, psychosocial support, referral services, safe transport, or other support as appropriate to the incident. Sensitive incidents, including SEA/SH allegations, will be handled confidentially and in accordance with survivor-centred principles.

All incidents will be documented in the project incident log, including the date, location, nature of the incident, immediate response, responsible officer, corrective actions, status, and follow-up required. The Project Manager will review the incident with relevant SPC technical, safeguards, human resources, health and safety, procurement, legal, or country counterparts as appropriate. Corrective actions may include updating fieldwork protocols, adjusting supervision arrangements, strengthening training or induction, revising travel plans, addressing contractor non-compliance, or suspending activities until risks are adequately managed. Serious injuries, fatalities, significant near-misses, or other serious incidents will be reported to the World Bank within 48 hours, consistent with the ESCP. Other incidents will be included in six-monthly progress reporting.

5. Responsible Staff

This section identifies the main functions responsible for engagement and management of project workers, contractor and supplier management, occupational health and safety, worker training, safeguards implementation, grievance management, procurement complaints, partnership or sub-grant arrangements, and reporting under PacStat2.

- SPC-SDD is the implementing division and is responsible for overall technical leadership and implementation oversight.
- The Project Implementation Unit is responsible for day-to-day project coordination, planning, procurement coordination, contract management, financial management, monitoring and evaluation, E&S safeguards, administration, logistics, reporting, and implementation support. The PIU is led by the Project Manager and supported by fiduciary and operational staff including financial management, procurement, and other technical and administrative personnel as required.
- The Project Manager oversees project implementation, labour management, contractor coordination, environmental and social oversight, reporting, and escalation of issues.

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- The Procurement and Contract Management Officer supports consultant selection, supplier management, contract administration, documentation, STEP updates, and procurement complaints handling.
- The Finance Officer supports budget management, payments, staff time recording, audit readiness, and financial reporting.
- Where a dedicated M&E or safeguards function is included in the PIU, it will support the Project Manager with labour risk screening, safeguards monitoring, incident reporting, grievance tracking, and environmental and social reporting inputs. Country project officers / focal points, designated in each participating country, will coordinate country-level activities, support compliance with labour and E&S requirements at country level, maintain records of country-level worker engagement, and liaise with the PIU on implementation progress and any labour or safeguards concerns.
- SPC Human Resources, Procurement, Finance, Legal, Health and Safety, and other corporate services provide institutional support as required.
- SDD technical leads supervise technical work, review deliverables, support training, and provide country-level implementation support.

The Statistics for Development Division is the implementing division of SPC for PacStat2. Governance and oversight arrangements will be set out in the Project Operations Manual and may include a Project Steering Committee, technical working arrangements, and management reporting to SPC and the World Bank.

The PIU will coordinate across SPC-SDD technical teams, corporate services, participating countries, consultants, contractors, suppliers, and the World Bank to support implementation of approved activities.

The Project Manager will provide day-to-day leadership for the PIU and will coordinate labour management, safeguards, procurement, finance, M&E, reporting, and technical work planning.

Engagement and management of workers will be undertaken in accordance with SPC policies, World Bank requirements, approved terms of reference, contracts, and the Project Operations Manual. Technical leads will manage technical outputs, while the PIU will maintain relevant implementation, procurement, contract, safeguards, and reporting records.
Where country-level workers are engaged through partnership agreements, sub-grants, or equivalent arrangements, the PIU will ensure that the relevant agreement includes labour, environmental and social, fiduciary, reporting, and grievance requirements, and that implementation is monitored and documented.

SPC has an Occupational Health and Safety Policy that applies to relevant project activities.

Training may be provided by SPC technical staff, PIU personnel, consultants, firms, and other specialists. Training may be delivered virtually, face-to-face, or through blended approaches and may cover statistical methods, administrative data, data systems, survey and census operations, prices, poverty and welfare statistics, CRVS, MEL, safeguards, procurement, financial management, and other project-related topics.

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Direct contractors, consultants, suppliers, and firms will be engaged in accordance with the World Bank Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025, SPC procurement requirements, the Procurement Plan, and the Project Operations Manual.

The PIU will ensure that project workers, consultants, contractors, firms, suppliers, country-level workers, and stakeholders have access to appropriate grievance and complaints channels. These may include SPC staff grievance processes, consultant dispute resolution provisions, procurement complaints procedures, and the project-level grievance mechanism established under the Stakeholder Engagement Plan (SEP) and Labour Management Procedures (LMP).

6. Policies and Procedures

PacStat2 will be implemented in accordance with SPC policies, procedures, and guidelines; World Bank requirements; and the project's environmental and social instruments.

SPC's *Manual of Staff Policies* contains a chapter specifically covering work culture and behaviours. This chapter addresses discrimination, bullying, harassment, sexual harassment and sexual exploitation, violence in the workplace, domestic violence, child and vulnerable adult protection, and related matters. These policies regulate behaviour when working for or with SPC. They apply not only to SPC employees but also across the organisation and will apply to consultants recruited under the project.

For worker grievances, SPC's *Manual of Staff Policies* outlines grievance procedures for SPC employees. This includes an internal grievance process, the right to seek review by a panel appointed by SPC, and the right to appeal to the International Labour Organization Administrative Tribunal. SPC's procurement web page provides procedures for complaints during the procurement phase. SPC's General Contract Conditions outline dispute resolution procedures for consultants and other contracted workers.

SPC's Health and Safety Policy outlines SPC's OHS principles and assigns responsibilities. The policy applies to SPC consultants and provides for the establishment of a Health and Safety Committee. SPC also has a Health and Safety Adviser. The SPC Health and Safety Standard Operating Procedure addresses the requirements of the Health and Safety Policy. It outlines procedures for project risk assessment, medical fitness of workers, worker skills, injury management and rehabilitation, and organisational arrangements. Where relevant, these requirements have been incorporated into this LMP.

SPC also has a *Social and Environmental Policy*. The policy promotes continuous improvement of SPC's social and environmental performance by embedding a people-centred approach across its programmes, projects, and activities and by assessing and managing social and environmental risks, impacts, and opportunities. For PacStat2, the policy will be applied together with SPC's relevant policies and the project's environmental and social instruments to support compliance with the World Bank Environmental and Social Framework, particularly ESS2 on Labour and Working Conditions. The reference is not intended

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to apply or align the project with IFC Performance Standards unless separately required under the project's legal agreements or applicable World Bank requirements.

The project will maintain and communicate appropriate grievance arrangements so that workers and stakeholders can raise concerns safely and confidentially. Sensitive complaints, including allegations of harassment, sexual harassment, exploitation, abuse, discrimination, retaliation, or safeguarding matters, will be handled confidentially and escalated through appropriate SPC channels. For concerns arising from fieldwork interactions with community members or respondents, including SEA/SH concerns, the project's community-facing grievance mechanism established under the SEP will apply. SEA/SH concerns will be managed with a survivor-centred approach and strict confidentiality.

The POM, ESCP, SEP, LMP and ESMP or equivalent instruments, and procurement and contract documents will guide implementation. These instruments will be reviewed and updated as needed to reflect approved activities and labour risks during implementation.

Worker Induction and Awareness

All project workers engaged under PacStat2, including SPC staff assigned to the project, Project Implementation Unit personnel, consultants, contractors, firms, suppliers, enumerators, country-level workers and other personnel engaged under project activities, will receive an induction appropriate to their role before commencing project-related work.

The induction process will ensure that project workers are aware of their responsibilities under the Project and understand the applicable labour, occupational health and safety, environmental and social, and safeguarding requirements.

Induction and orientation activities may cover:

- Project objectives, implementation arrangements and worker responsibilities;
- Labour Management Procedures (LMP);
- Occupational Health and Safety requirements and incident reporting procedures;
- Worker grievance mechanisms and available reporting channels;
- Prevention of Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH);
- Codes of Conduct and expected standards of behaviour;
- Protection of confidential information and responsible management of data;
- Respectful engagement with communities, respondents and stakeholders;
- Safeguarding requirements and reporting obligations; and
- Relevant Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), and project safeguard requirements.

Refresher briefings may be provided where new workers are engaged, fieldwork activities commence, implementation arrangements change, or additional environmental and social requirements are introduced during the life of the Project.

Records of induction and orientation activities will be maintained by SPC and, where applicable, participating country implementation agencies.

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PacStat2 will not discriminate in employment on the basis of gender, ethnicity, nationality, disability, religion, age, marital status or any other protected characteristic. This applies to all worker categories. Workers who experience or witness discrimination may raise a concern through the applicable grievance channel set out in Section 9.

7. Age of Employment

No person under 18 years of age will be engaged under PacStat2 project-financed work, including SPC staff, PIU staff, consultants, contracted workers, data collectors, enumerators, or workers engaged by firms, suppliers, service providers, participating countries, or other project arrangements.

Contracts, procurement documents, partnership agreements, sub-grants, or equivalent arrangements will include provisions prohibiting child labour and forced labour. If underage workers are identified in any project-financed activity, SPC will take immediate corrective action, including suspension or termination of the relevant arrangement where appropriate.

8. Terms and Conditions

All terms and conditions of SPC staff are contained in SPC's *Staff Regulations and Manual of Staff Policies*. Together, the instruments cover:

i. the basic conditions of service and the rights, duties, and obligations of SPC staff, including the authority delegated to the Director-General to issue policies consistent with the conditions approved by SPC's governing body;
ii. The code of conduct and the duties and obligations of all staff;
iii. SPC's recruitment and appointment process;
iv. Remuneration, benefits, allowances and other entitlements for staff;
v. Working hours and leave;
vi. Staff travel;
vii. Performance development and learning;
viii. Staff Committees;
ix. Health and Safety;
x. Work culture and behaviours, including policies on discrimination, harassment, child and vulnerable adult protection, domestic violence, fraud and corruption, and related matters;
xi. Investigations and disciplinary actions;
xii. Reviews and appeals against SPC decisions affecting staff;
xiii. Separation from service; and
xiv. Other forms of engagement beyond staff positions.

Consultants, contractors, firms, and suppliers will be engaged under applicable SPC contract conditions and the World Bank Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025. Contracts will include relevant provisions on scope of work, deliverables, payment, working arrangements,

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confidentiality, conduct, occupational health and safety, safeguarding, child labour, forced labour, grievance access, dispute resolution, and compliance with applicable laws and policies.

Country-level workers engaged through participating countries, national statistics offices, partnership agreements, sub-grants, or equivalent arrangements will be subject to applicable national laws and the labour, environmental and social, fiduciary, reporting, and grievance requirements set out in the relevant agreement.

Payment, leave, working hours, travel, insurance, medical fitness, occupational health and safety, conduct, and grievance arrangements will depend on the relevant worker category and contract type. The PIU will maintain records to support contract management, payment processing, audit readiness, and compliance monitoring.

9. Grievance Mechanism

Pacstat2 will provide access to grievance and complaints mechanisms appropriate to each worker category and the nature of the concern. SPC staff may use SPC grievance and appeal procedures under the Manual of Staff Policies. Consultants and contractors may use the dispute resolution arrangements included in their contract conditions. Procurement-related complaints may be handled through SPC procurement complaints procedures. Project-level grievances may also be managed under the SEP and LMP.

a. the staff member has raised a grievance about a decision made under SPC's Staff Regulations or Staff Policies that has not been resolved; or
b. the staff member's employment conditions have been adversely affected by a decision made under a regulation or policy, including the imposition of disciplinary action.

The PIU will maintain a grievance log for project-level labour and stakeholder grievances, recording the date received, issue raised, responsible officer, action taken, status, resolution, and any follow-up required. Grievances will be acknowledged, reviewed, resolved, and escalated in accordance with the applicable procedure and the nature of the complaint.

Fig 1: Worker Grievance Resolution Process for PacStat2

STEP 1: Grievance Received

Worker submits grievance through an applicable grievance channel.

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STEP 2: Grievance Logged

Grievance is recorded in the grievance log/register.

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STEP 3: Acknowledgement

Acknowledgement is provided to the worker.

STEP 4: Review and Assessment

The issue is reviewed and assessed, with consultation or investigation where required.

STEP 5: Resolution

Proposed resolution or outcome is communicated to the worker.

STEP 6: Escalation and Closure

The matter is escalated where required and formally closed once resolved.

Worker grievances will be managed in a timely, fair and confidential manner. All grievances received will be recorded, reviewed, monitored and formally closed once resolved. Workers may access grievance channels applicable to their worker category, including SPC grievance procedures, consultant dispute resolution arrangements, contractor grievance mechanisms and project-specific grievance channels established under this LMP. Sensitive grievances, including allegations of harassment, discrimination, retaliation, safeguarding concerns, or Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), will be handled confidentially and in accordance with applicable SPC policies and survivor-centred principles. Information on available grievance channels will be communicated to workers through induction, onboarding, training and fieldwork briefings.

Sensitive grievances, including allegations of harassment, sexual harassment, exploitation, abuse, discrimination, retaliation, child or vulnerable adult protection concerns, or other safeguarding matters, will be handled confidentially and referred to appropriate SPC channels. Where SEA/SH concerns relate to fieldwork interactions with community members or respondents, these will be handled through the community-facing SEA/SH-sensitive grievance channel established under the SEP, managed separately from internal staff misconduct procedures. The project will not tolerate retaliation against any worker or stakeholder who raises a concern in good faith.

The parties shall be bound by any arbitration award rendered as a result of arbitration as the final adjudication of any controversy, claim, or dispute.

Where country-level workers or stakeholders are engaged in project activities, the PIU will ensure that information on available grievance channels is communicated in an accessible manner, including through induction, training, workshop materials, fieldwork briefings, or other appropriate communication

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methods. The PIU will confirm with each participating country NSO what grievance channels are available to country-level workers before fieldwork commences.

10. Contractor Management

Contractors, firms, consultants, suppliers, and service providers will be selected and managed in accordance with the World Bank Procurement Regulations for IPF Borrowers, Seventh Edition, September 2025, SPC procurement requirements, the Financing Agreement, the Procurement Plan, the Project Procurement Strategy for Development, and the Project Operations Manual. Each contract will include clear deliverables, timelines, payment milestones, reporting requirements, performance monitoring arrangements, and applicable provisions on labour, conduct, occupational health and safety, child labour, forced labour, safeguarding, confidentiality, grievance management, and local labour participation requirements where applicable.

The PIU will maintain procurement and contract records, including terms of reference, evaluation records, approvals, no-objection correspondence where applicable, signed contracts, amendments, deliverables, invoices, payment records, performance documentation, and completion records. Each contract will have a technical owner responsible for reviewing outputs and confirming satisfactory performance.

Where works contracts are subject to international competitive procurement and the applicable World Bank Standard Procurement Documents require local labour participation, the PIU will ensure that the Project Procurement Strategy for Development assesses the capacity and availability of the local labour market and that the Procurement Plan, procurement documents, contract management arrangements, monitoring indicators, and reporting processes reflect the applicable requirement.

Contractor performance issues, labour incidents, grievances, disputes, delays, and non-compliance will be documented and escalated as appropriate to the Project Manager, SPC Procurement, Legal, Human Resources, Finance, Health and Safety, environmental and social staff, SPC management, or the World Bank, depending on the nature and seriousness of the issue.

For country-level service providers engaged to support survey fieldwork and data collection, the relevant NSO will be responsible for day-to-day supervision of contracted workers, with oversight from the PIU. The PIU will monitor contractor compliance with labour requirements during implementation, including through review of onboarding documentation to confirm codes of conduct have been signed and induction completed, and periodic check-ins with field supervisors and NSO counterparts during fieldwork periods.

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Annex 1: Code of Conduct for Project Workers - PacStat2

Statistical Innovation and Capacity Building in the Pacific Islands

1. Purpose

This Code of Conduct establishes the standards of behaviour expected of all persons engaged under PacStat2, including SPC personnel, consultants, contractors, firms, suppliers, enumerators, trainers, country-level workers, and other personnel engaged in project activities. The Code supports implementation of the Labour Management Procedures (LMP), Stakeholder Engagement Plan (SEP), Environmental and Social Commitment Plan (ESCP), SPC policies, and the World Bank Environmental and Social Framework (ESF), including ESS2 on Labour and Working Conditions.

2. Expected Standards of Behaviour

All project workers shall:

Respect and Professional Conduct

- Treat colleagues, stakeholders, respondents, community members, and members of the public with dignity and respect.
- Conduct themselves professionally and ethically at all times.
- Respect cultural customs, traditions, and protocols of participating Pacific Island Countries.
- Avoid behaviour that may damage the reputation of SPC, participating countries, or the Project.

Non-Discrimination

- Promote an inclusive and respectful work environment.
- Not discriminate against any person based on gender, age, disability, nationality, ethnicity, religion, marital status, sexual orientation, or any other protected characteristic.
- Support equal opportunities for all workers and stakeholders.

Harassment and Abuse

- Not engage in bullying, intimidation, harassment, discrimination, abuse, or retaliation.
- Not engage in any form of Sexual Exploitation and Abuse (SEA) or Sexual Harassment (SH).
- Immediately report concerns relating to harassment, exploitation, abuse, safeguarding, or misconduct through appropriate reporting channels.

Community Engagement

- Behave respectfully when engaging with respondents, households, communities, government officials, and project stakeholders.

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- Ensure participation in surveys, interviews, and consultations is conducted professionally, ethically, and respectfully.
- Avoid behaviour that could create conflict, intimidation, or reputational risk.

Confidentiality and Data Protection

- Maintain confidentiality of information obtained through project activities.
- Protect personal, survey, administrative, and statistical data.
- Use project information only for authorised project purposes.
- Comply with all applicable confidentiality requirements, data protection procedures, and statistical disclosure controls.

Occupational Health and Safety

- Follow all applicable occupational health and safety requirements.
- Comply with fieldwork protocols, travel requirements, security instructions, and incident reporting procedures.
- Report unsafe conditions, hazards, near misses, incidents, or accidents promptly.
- Take reasonable care for their own safety and the safety of others.

Protection of Children and Vulnerable Persons

- Respect and protect the rights of children and vulnerable adults.
- Avoid behaviour that could harm, exploit, abuse, or endanger children or vulnerable persons.
- Report safeguarding concerns through the appropriate channels.

3. Prohibited Conduct

Project workers shall not:

- Engage in Sexual Exploitation and Abuse (SEA) or Sexual Harassment (SH).
- Engage in any form of violence, abuse, bullying, intimidation, discrimination, or retaliation.
- Use project resources for personal gain or unauthorised purposes.
- Misuse confidential information.
- Engage in fraudulent, corrupt, coercive, collusive, or obstructive practices.
- Consume alcohol or illegal substances in a manner that affects work performance, safety, or professional conduct.
- Carry weapons during project activities unless officially authorised by relevant authorities.

4. Reporting Misconduct

Any suspected violation of this Code of Conduct shall be reported through:

- SPC grievance procedures;

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- Project grievance mechanisms established under the LMP and SEP;
- SPC safeguarding, misconduct, human resources, or legal channels; or
- Other authorised reporting mechanisms available to project workers.

Sensitive complaints, including SEA/SH allegations, shall be managed confidentially and in accordance with survivor-centred principles.

5. Consequences of Non-Compliance

Failure to comply with this Code of Conduct may result in:

- Additional training or corrective action;
- Formal warning;
- Removal from project activities;
- Termination of employment, consultancy, or contract arrangements;
- Referral to relevant authorities where required; and/or
- Other disciplinary actions in accordance with SPC policies and contractual arrangements.

6. Declaration

I acknowledge that I have read, understood, and agree to comply with this Code of Conduct while participating in PacStat2 activities.

Name	**Position**
Organisation	**Date**
Signature	

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