



Grievance, Harassment and Bullying Policy

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Policy Statement

UK Research and Innovation (UKRI) believes that all employees should be treated fairly and with respect.

However, it recognises that from time to time employees may have concerns or complaints regarding their work, working relationships or the working environment. UKRI therefore operates a formal grievance policy to help maintain good employee relations and ultimately create a more effective working environment.

UKRI is committed to ensuring that all grievances are fully investigated in a fair, prompt and consistent manner; and this policy sets out the informal and formal procedures for dealing with grievances.

UKRI is also committed to providing a working environment that is safe, comfortable and free from all forms of bullying and harassment.

This policy therefore also covers the investigation of formal complaints of alleged bullying and harassment. UKRI adopts a zero-tolerance approach towards bullying and harassment and any employee who is found to have harassed or bullied a colleague will be subject to disciplinary action, up to and including summary dismissal.

Before following this policy, please consult the HR Policy Framework.

Management Statement

The Grievance, Harassment and Bullying Policy and Procedure (the 'Grievance Policy') has been agreed with the Trade Union Side and complies with statutory legislation.

The Grievance, Harassment and Bullying Policy applies to all UKRI employees. This includes those employed on temporary or fixed term contracts but excludes visiting workers, students or those workers provided by a third-party agency.

References:

1. [UKRI Whistleblowing Policy](#)
2. [UKRI Complaints Procedure](#)
3. [UKRI General Data Protection Policy](#)
4. [Equality Act 2010](#)

Version Number	Status	Date	Summary of Changes
Version 1.0	Complete	January 2020	New policy created

Grievance

1. Principles

- 1.1 All new employees will be made aware of the Grievance, Harassment and Bullying Policy and Procedure upon commencing employment.
- 1.2 UKRI will endeavour to resolve complaints or concerns on an informal basis in the first instance but recognises that there may be some circumstances in which a formal route needs to be taken, to protect and support the employee.
- 1.3 UKRI is committed to ensuring that all complaints or concerns are fully investigated in a fair, timely and consistent manner.
- 1.4 In appropriate circumstances UKRI will encourage mediation.
- 1.5 Should the employee not be satisfied with the result of the informal process or the outcome of the mediation they may still escalate to the formal stage of the process.
- 1.6 UKRI will protect colleagues who exercise their right to raise a grievance.
- 1.7 At each stage of the formal grievance procedure, employees have the statutory right to be accompanied by a work colleague, a Trade Union representative, or an official employed by a Trade Union. A Trade Union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.
- 1.8 It is considered best practice and it is UKRI's policy that a member of HR is present at all stages of formal procedures. Their role is to provide advice to the manager.
- 1.9 Insofar as is practicable, all complaints or concerns will be dealt with in confidence.
- 1.10 UKRI will endeavour to accommodate any reasonable adjustments or other special requirements needed by employees: for example, assistance in attending meetings, providing documentation in an alternative format.

2. Delegation

- 2.1 For information on the delegated authority, please refer to the UKRI HR Delegated Authority Framework.

Grievance

3. Application of policy

3.1 A complaint or concern can relate to a wide range of workplace issues. However, it may not be appropriate to deal with all issues under the Grievance, Harassment and Bullying Procedure. Certain complaints or concerns are more appropriately dealt with under other UKRI policies. Generally, the following guide will apply:

3.1.1 Overview of Grievance, Harassment and Bullying procedure:

Nature of the subject	UKRI Procedure
Complaint or Concerns	Grievance, Harassment & Bullying Policy
Allegations of Harassment or Bullying	Grievance, Harassment & Bullying Policy
Treatment believed to be discriminatory (i.e. in relation to age, disability, gender reassignment, marriage & civil partnership, pregnancy, maternity, race, religion or belief, sex, sexual orientation, or Trade Union membership/activity)	Grievance, Harassment & Bullying Policy
Offences of Harassment or Bullying upheld following the formal stage of the Grievance, Harassment & Bullying Procedure	Managing Performance and Conduct Policy
Offences of Discrimination upheld following the formal stage of the Grievance, Harassment & Bullying Procedure	Managing Performance and Conduct Policy
Complaints or Concerns upheld following the formal stage of the Grievance, Harassment & Bullying Procedure and serious enough to warrant a disciplinary action	Managing Performance and Conduct Policy
Concerns about wrongdoing	Whistleblowing Policy
Complaint from non-UKRI employee	UKRI Complaints Procedure

4. Grievance Stages

4.1 UKRI's grievance, harassment and bullying procedure involves three defined stages for employees. These are:

4.1.1 Stage 1: UKRI encourages all employees to informally discuss any issues or concerns with their line manager in the first instance. The procedure for Informal grievance resolutions can be found at [Appendix A](#).

4.1.2 Stage 2: If an employee is not satisfied that their complaint has been resolved by informal resolution; or they do not wish to pursue the complaint through an informal resolution; or they feel an informal route is not appropriate, they may raise a formal grievance. The procedure for raising a formal grievance is outlined at [Appendix B](#).

4.1.3 Stage 3: If the complainant is not satisfied with the outcome of the grievance hearing they have the right of appeal. Appeals will normally be heard by a more senior manager than the person who made the original decision. Please see the HR Policy Framework for details of the Appeals procedure.

Grievance

5. Collective Grievance

- 5.1 The process for addressing a collective grievance may need to differ from that for an individual grievance. Collective grievances raised by a Trade Union should follow any process set out in their recognition agreement in preference to any process in this policy.
- 5.2 After a collective grievance has been submitted, the parties submitting it (and any Trade Union representatives of those parties), their line management and HR should agree a process to address the grievance. The process agreed should adhere wherever possible to the process and principles for an individual grievance.

6. Harassment or Bullying

- 6.1 In everyday language, bullying and harassment can be used almost interchangeably to mean similar things. But in the Equality Act 2010, victimisation and harassment have quite specific meanings. Whilst bullying does not feature as a legal term it will not be tolerated by UKRI.
- 6.2 It is important to note that harassment and bullying also stretches to environments where work related activities take place including work related social gatherings.
- 6.3 Harassment and bullying are not necessarily face to face, they may be by other means such as written communications, email, telephone and social media.
- 6.4 When determining if harassment or bullying has occurred, it is not the intention of the person accused of harassment and/or bullying (the "alleged perpetrator") that is the deciding factor, but whether the behaviour could reasonably be deemed as unacceptable to the recipient of such behaviour (the "complainant"). Alternatively, harassment or bullying may be determined by a pattern of behaviour rather than isolated instances, involving negative behaviour being targeted at an individual, or individuals, repeatedly and persistently over time.
- 6.5 Where, after thorough investigation, harassment or bullying is found to have occurred this will potentially be treated as serious misconduct or gross misconduct under UKRI's Managing Performance and Conduct Policy and may, therefore, result in summary dismissal, i.e. dismissal without notice or pay in lieu of notice.
- 6.6 At all stages of the formal procedure, the complainant and the alleged perpetrator have the right to be accompanied by a work colleague or represented by a Trade Union representative.
- 6.7 Examples of behaviours that may constitute harassment or bullying are attached at the end of this policy in [Appendix E](#).

The impact of harassment and bullying:

- Where harassment or bullying does occur, it can result in low morale and increased stress, anxiety, sickness absence and staff turnover.
- Implementation of this policy is the duty of all UKRI Directors, managers and supervisors. Failure to deal with allegations or specific acts of harassment or bullying is seen as a dereliction of duty and may mean a manager could be deemed culpable in respect of any claim.

Grievance

7. Mediation

- 7.1 Where appropriate, UKRI encourages mediation as an informal resolution to grievance issues or bullying or harassment, however it is acknowledged that this may not be appropriate in all situations and all parties need to agree to take part in mediation.
- 7.2 Mediation is voluntary and confidential, facilitated by an independent person who is a trained mediator; they may be internal or external to UKRI.
- 7.3 Mediation is a structured process during which both parties can discuss their concerns or talk about the situation. The aim is working together towards a solution which is agreeable to both parties.
- 7.4 Mediation will only be used where all parties involved in the process agree that they wish to use this method to resolve their concerns or situation.
- 7.5 Any employees considering this as a route for resolution should contact HR.

Appendix A – Informal Procedure

A1. Informal procedure

- A1.1 UKRI encourages all employees to informally discuss any issues or concerns with their immediate manager as soon as possible.
- A1.2 Where an employee feels unable to approach their line manager directly or feels it inappropriate, they should approach HR for assistance in dealing with the issue or concern. Alternatively, local support and advice may be available from Trade Union representatives.
- A1.3 If an individual believes that they have been subjected to harassment or bullying, it is important to act promptly.
- A1.4 UKRI encourages individuals to take one of the following informal options to resolve the situation before considering a formal complaint:
- A1.4.1 if appropriate, approach the alleged perpetrator directly. Where possible and appropriate, explain the concerns and ask the alleged perpetrator to stop the behaviour that is causing offence as it is uncomfortable and not welcome. The alleged perpetrator is often unaware that his/her actions are inappropriate or objectionable. There may have been a misunderstanding or misinterpretation,
 - A1.4.2 if preferable, approach the alleged perpetrator with someone else present,
 - A1.4.3 if the complainant does not feel comfortable in approaching the alleged perpetrator alone, the complainant should seek advice (e.g. from a line manager, senior manager, HR, a TU representative or the Employee Assistance Programme (where applicable)),
 - A1.4.4 informal discussions will not be formally documented, although a summary of the discussion(s) and outcome(s) may be noted.
- A1.5 Where an employee feels that informal attempts to resolve the issue or concern has not been met, it may be appropriate to raise a formal grievance under this procedure.

If an employee were to approach their line manager/HR/Trade Union Representative with concerns, the person approached should:

- try to work through the options available with the employee to see which solution is best for that employee,
- try to find out exactly what action the employee has taken to resolve the issue,
- provide a clear indication of what action they will take and when,
- provide the employee with a copy of the Grievance, Harassment and Bullying Policy.

Appendix B – Formal Procedures**B1. The formal grievance procedure**

- B1.1 The formal procedure should be used in the following circumstances, where:
- B1.1.1 the informal procedure has been followed but has failed to resolve the issues,
 - B1.1.2 the complainant chooses to use the formal procedure,
 - B1.1.3 the complaint is of sufficient seriousness to warrant using the formal procedure.
- B1.2 An employee should raise a formal complaint in writing clearly marked “formal complaint”, normally to their line manager, or alternatively if they consider it inappropriate they may raise it directly with a more senior manager or HR.
- B1.3 The formal complaint must clearly set out the following:
- B1.3.1 the nature of the complaint and the basis for it,
 - B1.3.2 who the complaint is against, where relevant,
 - B1.3.3 dates/times/locations of any incidents,
 - B1.3.4 it may also be useful for the employee to identify any individuals that they consider may have information relevant to the investigation, where relevant,
 - B1.3.5 any action the complainant has taken to resolve the situation informally if appropriate,
 - B1.3.6 the outcome/resolution that they seek.
- B1.4 Employees requiring assistance to put their grievance in writing should seek assistance from their line manager, a colleague, their Trade Union Representative, or Acas.
- B1.5 Depending on the nature of the grievance, the line manager should attempt (or make further attempts) to resolve the matter informally, which will involve an informal meeting between them and the aggrieved employee. However, if the employee is not satisfied with the outcome, they may insist on the matter proceeding to a full grievance hearing.
- B1.6 When a line manager receives a formal grievance, they should inform HR as soon as possible and acknowledge receipt of the complaint.
- B1.7 Where appropriate, an investigating manager should be identified. The Investigating Manager will be independent and unconnected with the issues raised by the complainant.
- B1.8 Where a collective grievance is raised, the matter must be discussed with HR and, if appropriate, the Trade Union representative to agree how the matter will be progressed. For more information on raising a collective grievance, please refer to paragraph five.

B2. The grievance hearing

- B2.1 The manager will arrange a meeting (“the grievance hearing”) to discuss the employee’s grievance. A member of HR should be present at this meeting.

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- B2.2 The grievance hearing will be held without unreasonable delay and normally within 10 working days of the grievance being received.
- B2.3 Where it is not practicable to hold the grievance hearing within 10 working days of the grievance being received (e.g. because a more detailed investigation is required), the manager conducting the hearing will write to the employee and advise them of the hearing date and the reason for the delay.
- B2.4 Employees have the right to be accompanied by a work colleague, a representative of a Trade Union or an official employed by a Trade Union at a grievance hearing. An employee should confirm in advance of the grievance hearing, either verbally or in writing, whether they wish to be accompanied by a work colleague or a representative of a Trade Union or an official employed by a Trade Union and, if so, the identity of that individual. Confirmation should be provided to the manager conducting the grievance hearing.
- B2.5 Employees must take all reasonable steps to attend the grievance hearing.
- B2.6 Where an employee is unable to attend because of circumstances beyond their control, they should inform the manager as soon as possible. The grievance hearing should be postponed and rearranged for another more suitable date.
- B2.7 Should the individual the employee has chosen to accompany/represent them not be available on the proposed meeting date, the employee may suggest an alternative date and time for the grievance hearing to be held. The alternative meeting date must be within five working days of the original date proposed.
- B2.8 Alternatively, in exceptional circumstances e.g. serious illness and with agreement of both parties, the employee can give their consent for the chosen work colleague or Trade Union representative to attend the grievance hearing and present the employee's case. The employee may also be allowed to make written submissions in such a situation.
- B2.9 Should the employee (or their work colleague/Trade Union representative/official employed by a Trade Union) be persistently unable or unwilling to attend the grievance hearing over a period of one month, and no written submissions are made in their absence, UKRI has no further obligation to proceed with the meeting and the grievance may be found to be unsubstantiated. However, this may not always be the case and will depend on the facts of the case. In some cases, line managers can still hold a meeting without the employee, but minutes must be taken and decisions made based on the evidence.
- B2.10 The purpose of the grievance hearing is to fully understand the employee's grievance and ascertain how they think it should be resolved. An employee will always be given every opportunity to explain their complaint fully at this meeting. The manager may, where appropriate, decide to adjourn the hearing to allow further investigations to take place and re-convene the hearing when those investigations are complete.

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At the grievance meeting the manager should:

- introduce those present and explain their respective roles,
- explain the purpose of the meeting, which is to give the employee an opportunity to outline and explain their grievance in their own words,
- listen objectively to the employee's complaint, being careful not to dismiss the issues, even if they do not agree with what is being said,
- consider any documentation provided by the employee,
- seek clarification of the key issues and ask 'open' rather than 'closed' questions to elicit any missing information,
- seek specific details of issues. For example, if the employee says they have been discriminated against, the manager will need to find out specific details so that the allegations can be properly investigated. Ask questions such as who, when, why and ask for examples,
- be prepared to answer questions on current policies, practices etc.

B3. Outcome of grievance hearing

B3.1 Having reached a decision on the basis of the information presented at the grievance hearing, the manager will confirm in writing the outcome of the meeting and of any action that has or will be taken as a result of the complaint. This should be done without reasonable delay and normally within five working days of the meeting being concluded. Should further time be required the employee will be informed of the proposed date upon which the decision is expected to be made.

After the conclusion of the grievance the manager should monitor the situation by, for example, maintaining informal contact with the employee or arranging a more formal review meeting if appropriate.

The success of otherwise of actions that have been taken as a result of the grievance being raised should be evaluated.

In the interests of good employee relations, but bearing in mind Data Protection provisions, the manager may deem it appropriate to notify the resultant changes to a wider community within the organisation.

B4. Formal process for bullying or harassment

B4.1 Investigation

- B4.1.1 The first step in dealing with formal complaints is an investigation. Where it is deemed appropriate and always where a detailed and complex investigation is required, the manager will appoint an independent manager (“the investigating manager”) to carry out the investigation on their behalf. In some instances, where appropriate, the investigation may be conducted by an external investigator.
- B4.1.2 An Investigating Manager’s role is to gather the facts and carry out a fair and thorough study of the case.
- B4.1.3 The purpose of the investigation is to:
 - B4.1.3.1 enable management to investigate the allegation impartially and in a timely manner,
 - B4.1.3.2 try and establish all the facts of a case, before deciding the outcome of the investigation.
- B4.1.4 Investigating managers should work within clearly defined terms of reference and follow any UKRI guidance on conducting investigations.
- B4.1.5 If the complaint is against the complainant’s manager, then a different senior manager will be appointed as Investigating Manager who has had no prior involvement in the situation.
- B4.1.6 If the complaint relates to an employee, the alleged harasser will be informed of the allegations against them at the beginning of the investigation and will be given the opportunity to respond to the allegations.
- B4.1.7 UKRI reserves the right to transfer the alleged harasser away from the complainant or suspend the alleged harasser on full pay on a temporary basis to ensure a full and fair investigation can take place. Suspension will take place in line with UKRI’s Managing Performance and Conduct Policy but is not to be regarded as a disciplinary penalty or sanction and does not imply guilt.
- B4.1.8 The Investigating Manager will conduct the investigation into the allegations. This may be done in conjunction with a member of HR who will provide support and guidance to the manager.
- B4.1.9 Depending on the nature of the grievance, an investigation can be very straight forward, for example checking wording of policies or procedures, or very complex where there is need to interview other employees and managers as witnesses. Upon receipt of the grievance, the manager, in consultation with HR, will determine what level of investigation is required.
- B4.1.10 The role of the investigating manager is to remain impartial, determine all the facts regarding an allegation and present them objectively and without embellishment or assumption.

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- B4.1.11 The investigating manager will prepare a report on their investigations which will include relevant documentation and any witness statements. A copy of this will be supplied to both the aggrieved employee and the manager, who will then hold/reconvene the grievance hearing (Appendix B). In certain situations where it is necessary to maintain confidentiality of witnesses, a summary of the evidence gathered in the report will be provided. Advice on whether the report and/or witness statement should be summarised before being provided should be sought from HR.
- B4.1.12 Where witnesses need to be interviewed, managers should refer to any witness guidance available from HR.
- B4.1.13 UKRI reserves the right to conceal the identity of witnesses who provide evidence if it deems it necessary and appropriate to do so in which case witness statements may be anonymised. UKRI recognises that witness statements will only be anonymised in exceptional circumstances and that such statements may weaken the case if further action is taken against the alleged harasser.
- B4.1.14 Witnesses should be made aware that should the case proceed to a disciplinary hearing their statement will be divulged to the alleged harasser. Where the case is not proceeding to a disciplinary hearing the witness statements will be kept confidential although their content may be referred to within the investigatory report.
- B4.1.15 Formal disciplinary action will be taken against any individuals attempting to influence, victimise or intimidate witnesses. This will be deemed to be gross misconduct in line with UKRI's Managing Performance and Conduct Policy.

Should the situation arise whereby a witness is not prepared or willing to make a statement, Investigating Managers should consider carefully as to whether they can use the information the witness has provided and its impact on the case. Investigating Managers should be aware of, and as appropriate advise witnesses that they may be compelled to attend a tribunal by way of a witness order.

Where witnesses provide a statement of evidence, but wish to remain anonymous, consideration should be given to any genuine fear relating to a probable or actual physical threat against them or other forms of intimidation.

Third party witnesses such as visitors should not be compelled to provide statements. They should be dealt with sensitively and their consent obtained before using or referring to any statements they have given.

B5. Potential outcomes

- B5.1 The Investigating Manager will decide whether bullying or harassment has occurred. If it has, the Investigating Manager will decide whether the alleged perpetrator has a case to answer and will confirm their decision in writing to all parties.
- B5.1.1 If there is no case to answer:
- B5.1.1.1 The Investigating Manager will explain the reasons for reaching this conclusion and help/counselling if appropriate may be provided to the complainant.

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B5.1.1.2 If it is found that the complainant used this procedure to make deliberately unfounded and/or malicious allegations, the UKRI Managing Performance and Conduct Policy may be instituted against them.

B5.1.2 If there is a case to answer:

B5.1.2.1 the matter may then be dealt with under UKRI's Disciplinary Procedure. For more information see the UKRI Managing Performance and Conduct Policy.

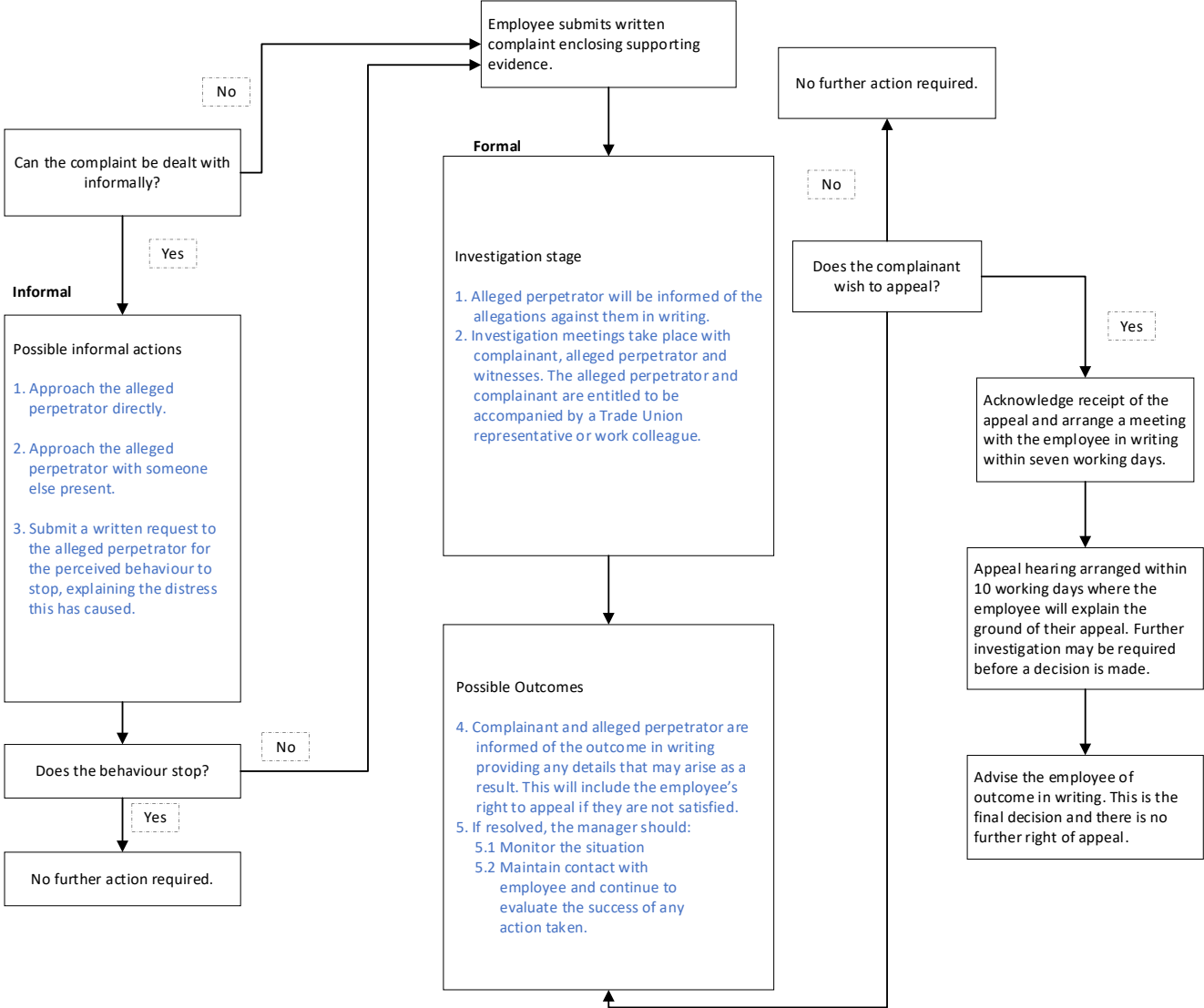
After the conclusion of the grievance the manager should monitor the situation by, for example, maintaining informal contact with the employee or arranging a more formal interview meeting if appropriate. The success of actions that have been taken as a result of the grievance being raised should be evaluated.

There may also be other recommendations that arise as a result of the investigation e.g. reviewing working arrangements, redeployment, and provision of training and professional development, mediation.

B6. On conclusion of investigation

- B6.1 The Investigating Manager should produce an investigation report, which provides a summary of all the evidence and decide upon the appropriate outcome.
- B6.2 The complainant and the alleged harasser will be informed of the outcome of the investigation by the Investigating Manager.
- B6.3 The investigating manager should bear in mind when writing the report that when determining if harassment or bullying has occurred, it is not the intention of the alleged harasser that is the deciding factor, but whether the behaviour could reasonably be deemed as unacceptable to the recipient of such behaviour.
- B6.4 The complainant and the alleged harasser will receive a copy of the investigation report completed by the Investigating Manager.
- B6.5 The complainant may ask for a meeting with the Investigating Manager to discuss the report.
- B6.6 In certain situations where it is necessary to maintain confidentiality of witnesses, a summary of the evidence gathered in the report will be provided. Advice on whether the report and/or witness statements should be summarised before being provided should be sought from HR.

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Appendix C – Harassment or Bullying Procedure flowchart



Appendix D - Harassment and Bullying Additional Information

The main legislation governing harassment and bullying at work is the Equality Act 2010. Employees may need additional assistance to enable them to comply with the procedure(s): for example, they may require reasonable adjustments (under the Equality Act 2010) such as requiring assistance in accessing a room or to have information reformatted.

Employees may have other requirements: for example, caring commitments or the desire to observe religious practice. As an employer, UKRI is obliged to cater for such needs, in compliance with statutory legislation. Wherever possible, reasonable requests should be treated favourably in the implementation of this policy.

For further advice or clarification, managers should seek the advice of HR.

D1. Record keeping

- D1.1 Any individual who feels that they are subject to harassment or bullying should keep a record of the behaviour that is being directed towards them. This record should note dates, times and details of what was said or sent and, any other relevant information, such as potential witnesses.

D2. Information for Alleged Harassers

- D2.1 UKRI encourages such individuals to listen objectively to the concerns that the complainant has about their behaviour and to seek advice as appropriate from HR.
- D2.2 Formal complaints raised against employees will be dealt with using the formal procedure as described in [Appendix B](#) of this policy. The alleged harasser will be informed of the allegations against them and will be given the opportunity to respond to the allegations in line with that procedure.

D3. Information for employees who witness Harassment or Bullying

- D3.1 It is the responsibility of staff who witness incidents or behaviour that constitute harassment or bullying to bring this to the attention of management.
- D3.2 UKRI would also encourage any witness to harassment or bullying to approach the individual that was subjected to the behaviour and to make them aware of the Harassment and Bullying procedures.

D4. Harassment and Bullying by non-UKRI employees

- D4.1 UKRI staff who feel that they are being bullied or harassed by a third party/non-UKRI employee (e.g. a member of staff at a host institution) are advised to inform their line manager and ask for their advice on how best to proceed.
- D4.2 It is the line manager's responsibility to ensure that complaints of harassment by a third party are investigated and dealt with accordingly. The line manager should inform the external organisation of the UKRI's policy on third party harassment and bullying (i.e. zero tolerance) and state that it expects the employer to take appropriate action. Records should be kept of the interaction between the line manager and the external organisation.
- D4.3 UKRI is committed to supporting staff to ensure that the matter is dealt with at the appropriate level.

Appendix E – Examples of Harassing and Bullying Behaviour

The following lists examples and is not intended to be an exhaustive list. Line managers should also be aware that it is not the intention of the person accused of harassment or bullying that should be the deciding factor, but whether the behaviour could reasonably be deemed as unacceptable to the recipient of such behaviour.

E1. Bullying**E1.1 Physical Conduct**

- E1.1.1 Intimidatory, threatening behaviour, uncontrolled anger, abuse.
- E1.1.2 Jostling or assault, or other non-accidental physical contact, e.g., slamming a door in one's face.
- E1.1.3 Unwanted physical contact.

E1.2 Verbal Conduct

- E1.2.1 Destructive criticism, unwarranted criticism, sarcasm, refusal of reasonable requests.
- E1.2.2 Shouting aggressively.
- E1.2.3 Criticising, ridiculing or demeaning a colleague's performance in front of others.
- E1.2.4 Spreading malicious rumours or making malicious allegations, including unwarranted allegations of harassment or bullying, made with malicious intent or in bad faith.
- E1.2.5 Excluding others by talking solely to third parties to isolate another.
- E1.2.6 Open hostility to a colleague.

E1.3 Non-verbal Conduct

- E1.3.1 Exclusion from work information, taking credit for ideas.
- E1.3.2 Persistent negative attacks on a colleague's personal or professional performance.
- E1.3.3 Deliberate undermining of a colleague's contribution.
- E1.3.4 Persistently setting unreasonable and unachievable deadlines or moving the goalposts.
- E1.3.5 Placing unreasonable demands on a colleague.
- E1.3.6 Removing and replacing areas of responsibility with tasks of a lower status or menial or trivial tasks.
- E1.3.7 Overbearing supervision of a colleague's performance or other misuse of power or position.
- E1.3.8 Exclusion from social events.



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E1.3.9 Blocking of promotion or training opportunities.

E2. Harassment (owing to a protected characteristic)

- E2.1 Derogatory nicknames or racial name-calling.
- E2.2 Conduct that denigrates or ridicules a colleague, such as derogatory remarks, graffiti, jokes etc.
- E2.3 The display or sending of offensive letters or publications, racist graffiti or threatening behaviour.
- E2.4 Being ignored from conversation.
- E2.5 Open hostility or insulting a colleague on the grounds of age, race, sex, disability, sexual orientation, religion or belief or any other protected characteristic.
- E2.6 Unwanted physical contact.
- E2.7 Undermining, ignoring or dismissing the quality of a colleague's work specifically because of his/her sex/religious belief or any other protected characteristic.