

# **People Policies and Procedures**

## **DIGNITY AT WORK**

**Our goal is to have engaged and helpful colleagues who will deliver ever improving customer service.**



# Manchester Airports Group

## CONTENTS

<b>1</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>2</b>	<b>SCOPE AND DEFINITIONS.....</b>	<b>3</b>
	<i>Harassment:</i> .....	3
	<i>Bullying:</i> .....	3
<b>3</b>	<b>PROCEDURE FOR DEALING WITH HARASSMENT OR BULLYING .....</b>	<b>4</b>
3.1	INFORMAL PROCESS.....	4
3.2	FORMAL PROCESS.....	5
3.3	INVESTIGATION.....	5
3.4	THE OUTCOME OF THE INVESTIGATION.....	6
<b>4</b>	<b>ROLES AND RESPONSIBILITIES .....</b>	<b>7</b>
<b>5</b>	<b>RELATED MATTERS.....</b>	<b>7</b>
5.1	RECORDS.....	7
<b>6</b>	<b>REVISION HISTORY.....</b>	<b>7</b>
	<b>APPENDIX 1 .....</b>	<b>8</b>
	<b>EXAMPLES OF BEHAVIOURS THAT MAY CONSTITUTE HARASSMENT .....</b>	<b>8</b>

# Manchester Airports Group

## 1 INTRODUCTION

This procedure supports the Manchester Airports Group Diversity Policy.

It's in everyone's interests for the environment in which we work to be harmonious and respectful. Although we'd like to think that this is always the case, this procedure recognises that inappropriate behaviour, which may include harassment, can and does take place. It aims to ensure that if inappropriate behaviour does occur in the workplace it's dealt with seriously, in a balanced, sensitive and confidential manner so that the matter can be resolved as quickly as possible for all concerned.

We're committed to tackling incidents of inappropriate behaviour swiftly and decisively to enable people of all backgrounds to have dignity at work, to progress in the organisation and to fully contribute to its success.

## 2 SCOPE AND DEFINITIONS

This procedure applies to employees within Manchester Airports Group.

### **Harassment:**

Different things affect us all in different ways, and therefore what one individual might think of as harmless could be felt to be harassment by another.

It's important to note that the question of whether or not behaviour constitutes harassment rests with the person on the receiving end of the behaviour. Friendly, welcome and reciprocated actions are fine, but care should be taken when interacting with others to distinguish between behaviour that's viewed as welcome and behaviour that's unwanted and potentially offensive to somebody else.

A single incident can constitute harassment, if it's sufficiently serious. Alternatively, a series of relatively minor incidents or actions can be collectively viewed as harassment, in particular if the behaviour persists after the individual has expressed an objection to it or asked for it to stop. The Company's position is that no harassment of any kind should take place and we all have a responsibility to ensure at all times that our own behaviour doesn't offend others.

It's important to remember that harassment:

- depends on the view of the individual on the receiving end of another person's behaviour;
- doesn't depend on the severity of the behaviour - a joke or a throw-away comment could be perceived as harassment by anyone who hears it;
- can include behaviour that you hear or see, even if it's not directed at you and has nothing to do with you.

### **Bullying:**

Bullying is regarded as any behaviour, occasional or persistent, that intimidates or oppresses another person, including that done through misuse of authority or power. It invariably has a negative effect on the victim's self-confidence, self-esteem and general well-being. It can be subtle in nature and may be intended to hurt. It can take place with your work colleagues in public or in private, at work or socially.

# Manchester Airports Group

Examples of bullying may include:

- shouting or swearing at someone;
- persistent, excessive, unfair or unjustified criticism;
- intimidating or threatening behaviour;
- public humiliation and / or insults;
- persistent undervaluing of someone's effort;
- constant ignoring of opinions;
- withholding information without justification so as to cause difficulty or embarrassment to an individual;
- unjustified, excessive monitoring and / or supervision;
- setting someone up to fail - for example, setting a target / objective that can't be achieved;
- constant changing of targets for no justifiable reason;
- unreasonably refusing requests for leave;
- aggressive communications.

References to the masculine are for convenience only.

## **3 PROCEDURE FOR DEALING WITH HARASSMENT OR BULLYING**

You may use this procedure if you believe you've:

- been treated unfavourably in contravention of MAG's Diversity Policy on the grounds of sex, pregnancy, trans-gender status, sexual orientation, marital, civil partnership or family status, race, religion, belief, political opinion, age, or disability;
- been subjected to any form of harassment or bullying at work;
- witnessed the potential harassment of a colleague or any bullying or otherwise unacceptable behaviour on the part of a colleague.

If you raise a genuine complaint under this procedure in good faith, regardless of the eventual outcome the Company will not subject you to any unfavourable treatment or victimisation as a result of making a complaint.

We will deal with all complaints of harassment promptly, fairly, sensitively and in confidence. We will apply a balanced, common sense approach to issues and consider what outcome is best in the longer term for the person who is being harassed, taking account of his preferences as to how the situation might be managed.

Everyone involved in helping you resolve the issue understands that being treated in an inappropriate way can be upsetting, hurtful and worrying. It can also damage your confidence and self-esteem so that you need extra help to deal with the situation. They will do their best to support you.

### **3.1 Informal Process**

If you feel able to do so, you should talk directly and informally to the person who you believe has discriminated against, bullied or harassed you and explain clearly your objection to the other colleague's actions or behaviour. You should explain what aspect of your colleague's behaviour is unacceptable, or is causing offence, and request that it stop. It may be that the person whose conduct is causing offence is genuinely unaware that his behaviour is unwelcome or objectionable and will be troubled that he's offended you.

# Manchester Airports Group

If you feel that you're unable to deal with a particular situation without support, there are a number of trained Dignity At Work Supporters within the business who will help you to think through the problem and support you in resolving an issue. You may need to just talk to someone about your concerns and how you feel; you can speak with them in confidence. A list of Supporters can be found on the Intranet.

Alternatively you may ask your manager to explain informally\* to the person causing offence that his behaviour is unwelcome and must stop. If your complaint is about your manager, it can be raised informally\* with your HR Business Partner or your trade union representative who will try to assist you to find an informal solution to the problem.

If you feel unable to do any of the above, or if you've already done so but to no avail, or if the issue is one of very serious harassment, you may choose to raise the matter formally.

*\* Whilst in every case the person supporting you will try to help you resolve the matter informally if possible, there may be situations that are so serious that when brought to the attention of a manager, a member of the HR team or a trade union representative, they must deal with it formally.*

## 3.2 Formal Process

You may raise the matter verbally or in writing with your immediate manager. If your complaint is about your manager, you should ask HR Shared Services to nominate an alternative person to help.

The complaint must identify the person who is alleged to have discriminated against or harassed you and give specific examples of the actions or behaviour that you believe constitutes discrimination or harassment. Specific incidents should be highlighted, with times and dates and the names of any witnesses if possible.

The person responsible for dealing with the complaint will:

- find out all the relevant facts of the situation;
- take steps to mediate if, after discussion, both parties agree this is an acceptable course of action
- take formal action if this is appropriate.

In the event of serious allegations of harassment, the manager should consider whether to suspend the alleged perpetrator of the harassment or bullying in order to prevent any further contact between the parties until the matter can be fully dealt with. In other cases, it may be possible to transfer the alleged perpetrator to another area of work to achieve the same aim. (Suspension should, however, be done in a way that does not penalise the colleague accused of discrimination or harassment, or prejudge the allegations. At this stage, the allegations are unproven.)

## 3.3 Investigation

There may be situations in which your manager needs to better understand the circumstances surrounding your complaint.

Where the facts of the situation are known, or where there has been previous discussion of the issue, nothing further is likely to be achieved through further investigation.

# Manchester Airports Group

Alternatively, your manager may wish to speak with you to fully understand the circumstances of an incident or situation. This will be regarded as a normal manager / colleague discussion and will usually be all that's required to establish the relevant facts.

However, where further investigation is required, in a particularly complex matter or where the facts are difficult to establish, your manager will appoint an Investigating Officer to conduct the investigation. The investigation into the complaint will be handled with respect for the rights of both the complainant and the alleged perpetrator. Both parties will be interviewed separately as soon as possible and may, if they wish, be accompanied by a Dignity At Work Supporter, a work colleague or a trade union representative.

In advance of the interview with the alleged perpetrator of the discrimination / harassment, that person must be informed in writing of the exact nature of the complaint against him. At the interview itself, the alleged perpetrator must be given a full and fair opportunity to state his side of events, and explain any conduct that forms the basis of the colleague's complaint against them.

Following the investigation into the complaint, the Investigating Officer will produce a written report setting out the findings on the specific complaints made by the colleague. A summary of the findings will be given to both the colleague and the alleged perpetrator of the discrimination, and a copy placed on the appropriate personnel file(s), but will otherwise be kept confidential. In exceptional circumstances, if there are parts of the report that contain statements from third parties (e.g. other colleagues) that would identify the third party in spite of their reasonable expectation to the contrary, these parts will not be included in the copies of the report supplied to the colleague and the alleged perpetrator.

Every effort will be made to complete the investigation as quickly as the situation allows.

## **3.4 The Outcome of the Investigation**

If, following investigation, it's apparent that the complaint is well-founded, prompt action will be taken to remedy the discrimination or stop the harassment and prevent its recurrence.

The outcome of the investigation into the colleague's allegations of discrimination or harassment may be (depending on what is established during the investigation), that:

- The complaint is well-founded and the alleged perpetrator of the discrimination or harassment is managed within the Disciplinary Procedure;
- The allegations made by the colleague are not viewed as discrimination or harassment and no further action is taken;
- The colleague's complaint is found to be false or malicious, in which case disciplinary action may be taken against him;
- Standards for future conduct are set, which could involve training.

The Company regards all forms of harassment and bullying as gross misconduct, and any colleague who is found to have been guilty of such behaviour will be liable to disciplinary action up to and including summary dismissal. Disciplinary action will also be taken against any colleague who is found to have made a deliberately false or malicious complaint of discrimination, harassment or bullying or to have deliberately given false evidence during an investigation.

# Manchester Airports Group

## 4 ROLES AND RESPONSIBILITIES

We all have a responsibility to discourage harassment and prevent it from taking place by:

- Being aware of the problems that harassment can cause, and ensuring that our behaviour doesn't cause others to feel harassed;
- Making our colleagues aware if certain conduct or behaviour is causing concern or offence to ourselves or to others;

Managers have a particular responsibility to prevent harassment by:

- Role modelling appropriate, respectful behaviour;
- Being alert to the possibility that harassment may be happening in their area;
- Using their judgement to correct behaviour that could be considered offensive, and reminding colleagues of organisational policy on this matter;
- Taking prompt action to stop harassment as soon as it's identified;
- Dealing with all incidents quickly, seriously, sensitively and in confidence.

## 5 RELATED MATTERS

### 5.1 Records

Records will be kept detailing the nature of the allegation of discrimination or harassment, the Company's response, any actions taken, the reasons for them and the outcome. Details of these will be retained on personnel file(s); the records will be held in accordance with the Data Protection Act 1998.

## 6 REVISION HISTORY

Date	Revision Description	Revised By
01.01.09	MAG issue for Manchester & Bournemouth	
01.10.09	MAG issue for East Midlands	Vickie Blackhurst
01.03.10	MAG Issue or Humberside	Vickie Blackhurst

This procedure is approved by:  
John Hampton, Head of Group Reward and Employment Policy

# Manchester Airports Group

## Appendix 1

### Examples of behaviours that may constitute harassment

#### GENDER

- Jokes, banter or remarks about men (or women) generally which are demeaning or derogatory.
- Sexist remarks to or about a colleague.
- Calling someone by a name with a gender-bias, e.g. calling a female colleague 'blondie' that might be regarded as demeaning or insulting (based on the 'dumb blonde' stereotype).
- Playing pranks on someone who is the only woman (or man) in an otherwise male (female) workplace.

#### SEX

- Unwelcome fondling, patting or touching.
- Threatened or actual sexual assault.
- Persistent sexual advances or pestering for sexual favours.
- Threatening someone that unless they give sexual favours, they will be disadvantaged in some way.
- Language of a sexual nature, whether oral or in writing, e.g. sexual remarks made in an e-mail.
- Office gossip or detrimental speculation about a colleague's private sexual activities.
- Jokes or banter of a sexual nature.
- Coarse or vulgar humour.
- Sexually suggestive gestures.
- Leering or whistling at someone in a manner that is overtly sexual.
- The display of pin-up calendars or pictures of naked men (or women).
- Sexually explicit material displayed on computer screens.

#### SEXUAL ORIENTATION

- Homophobic remarks or banter made to or about a colleague with regard to their sexual orientation.
- Jokes about gay, lesbian or bisexual people generally.
- Offensive remarks (whether spoken or in writing) directed at a colleague who is, or who is thought to be, gay, lesbian or bisexual about their sexual orientation.
- Offensive terminology used to or about a gay, lesbian or bisexual colleague.
- Deliberate isolation of someone at work or non-cooperation on the grounds of the person's sexual orientation.
- Teasing directed at a colleague on account of the fact they have a same-sex partner or a son or daughter who is gay, lesbian or bisexual.
- Gestures that are derogatory or demeaning towards gay, lesbian or bisexual people.

#### RACE

- Threatened or actual physical assault motivated by race, colour, ethnic or national origins.
- Language that is racially offensive or derogatory, whether oral or in writing.
- Racist remarks made to or about a colleague.
- Calling someone by a name based on race, colour, ethnic or national origins or nationality, any of which might be regarded as demeaning or insulting.

# Manchester Airports Group

- Deliberate isolation of someone at work or non-cooperation on the grounds of race.
- Racist material displayed on computer screens.
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a racist or racially offensive slogan.

## RELIGION

- Threatened or actual physical assault motivated by religious differences.
- Derogatory remarks made about a particular religion, or about a person on the grounds that he or she observes a particular religion.
- Jokes or banter based on religion.
- Office gossip or detrimental speculation about a colleague's religion or religious practices.
- Deliberate isolation of someone at work or non-cooperation on the grounds of his religion or religious practices.
- Teasing someone on the subject of religious convictions or religious practices.
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a slogan that is offensive to people of a particular religion.
- The blatant and conspicuous wearing of jewellery with an obvious religious message.
- The wearing of clothing displaying football slogans that have a sectarian significance.

## DISABILITY

- Pranks played against a disabled colleague.
- Jokes or banter based on disability generally, about a particular type of disability, or about a particular person with a disability.
- Offensive terminology when describing a disabled person.
- Mimicking someone with a disability, e.g. someone with a speech impediment.
- Deliberate isolation of someone at work or non-cooperation on the grounds of his disability.

## AGE

- Jokes, banter or remarks about older people generally which are demeaning or derogatory.
- Ageist remarks made to or about a colleague.
- Referring to someone using ageist terminology.
- Calling someone a nickname with an age-bias.
- Ignoring someone or refusing to co-operate with them on the grounds that they are 'too young' to contribute anything useful.
- Treating a young colleague's ideas or suggestions as inferior just because of their youth.
- Teasing directed at a colleague on account of the fact that they have a much older or much younger partner.
- Cracking jokes or making demeaning remarks suggesting that an older person's physical or mental faculties may be declining on account of their age.
- Pranks played on someone for an age-related reason.