

Harassment Policy

Scope of Policy

This policy applies to:



All staff employed by Cartwheel Arts regardless of status that is permanent or temporary, as well as freelance staff/artists, volunteers and Trustees.

Date of this revision: February 2025

To be reviewed: February 2028

Signatures Required

This document requires the following signatures:

Name	Title	Date	Signature
Hebe Reilly	Creative Director / CEO	20/02/25	
Alyson Malach	(Chair Trustees)	20/02/25	

Related policies

- Whistleblowing Policy

Introduction

We at Cartwheel Arts are committed to treating all of our employees, clients and visitors with dignity and respect. The way we operate and the way we treat each other will impact on the success of our vision to promote the arts at the heart of everyone's life, reflecting our rich and diverse cultural identity.

The existence of bullying and harassment in the workplace can seriously damage the working environment and affect people's lives.

Employees can be subjected to fear, stress and anxiety, which can put strains on their health and their personal, family and working lives. Within our small work teams, if bullying and harassment is not addressed, poor morale and performance may become endemic and our reputation and profile may be irretrievably damaged. At Cartwheel Arts dignity at work is treated very seriously and any breach of this policy will neither be excused nor condoned.

Cartwheel Arts is committed to a zero tolerance approach towards bullying, harassment and victimisation. By zero tolerance, we mean that all instances of bullying and harassment will be addressed, either via training and closer supervision or via the disciplinary procedures where appropriate.

To ensure that this does not take the form of discrimination as set out in the Equality Act 2010, and to fulfil its duty of care toward its staff under The Health and Safety at Work Act 1974 (and subsequent related regulations), Cartwheel Arts recognises its legal obligations to ensure that bullying and harassment does not take place in the workplace. Cartwheel Arts also recognises that in some cases bullying

and harassment may amount to discrimination on a number of fronts. In accordance with the Worker Protection (Amendment of Equality Act 2010) Act 2023, effective from 26 October 2024, we have a duty to take reasonable steps to prevent sexual harassment in the workplace. This includes:

- Implementing preventive measures such as regular training and clear communication of this policy.
- Creating a culture of respect and inclusion.
- Taking proactive steps to identify and mitigate risks of sexual harassment.

Conduct that is found to be tantamount to bullying or harassment will lead to disciplinary action, which can include dismissal at the first offence.

We are committed to ensuring that any employee who brings a complaint of harassment or bullying in good faith, or acts as a witness in such a case will not be victimised for their actions.

Victimisation of someone who has made a complaint will be regarded as a disciplinary offence. In addition we recognise that we have a similar responsibility in respect of an alleged harasser whilst the matter is under investigation, and a fair hearing will be provided for both parties.

Although this policy is intended primarily for employees of Cartwheel Arts, complaints of unacceptable behaviour by or against Cartwheel Arts members, agency temporary staff, freelancers and other contractors, clients or partners are equally serious and will be treated similarly.

Such individuals that are not subject to our disciplinary procedures whose behaviour is found to be unacceptable may instead be ultimately excluded from the activities or services of Cartwheel Arts.

Employees who are the targets of unacceptable behaviour as a direct result of their employment or involvement with Cartwheel Arts will be supported in resolving the problem. Solutions will focus on dealing with the person responsible for any unacceptable behaviour and supporting the target/s of the behaviour.

The Responsibilities of managers

When incidents of unacceptable behaviour are reported, identified, witnessed or suspected, Cartwheel Arts expects the manager to:

- Take action irrespective of whether a complaint has been made.
- Take complaints seriously and manage any investigation speedily, sympathetically and confidentially within timescales agreed by affected parties.
- Take action irrespective of the seniority of the alleged perpetrator
- Refer any investigation on to other designated personnel where there is a conflict of interests
- Ensure that employees who have raised concerns are not victimised as a result of their actions.
- Be aware that failure to act on a complaint will be treated as misconduct in itself, and disciplinary proceedings will be initiated.

Line managers have an important role to play in the successful implementation of the dignity at work policy. Line managers/supervisors will be expected to participate in training to assist them in supporting this policy.

It is important for them to:

- lead by example and positively influence others by their own behaviour;
- explain and positively promote Cartwheel Arts Equality, Diversity and Inclusion Policy to all employees;
- provide a clear vision of an inclusive working environment within their

team, and be clear about what are acceptable standards of behaviour throughout Cartwheel Arts;

- take immediate and appropriate action where this is necessary, including challenging any inappropriate behaviour;
- treat all complaints fairly, confidentially and sensitively;
- support employees who may feel that they are either being harassed or bullied – many of these individuals may feel vulnerable and embarrassed by their predicament;
- maintain effective working relationships within their teams;
- cooperate fully with the policy and be prepared to investigate claims of bullying and harassment across the organisation.

The Responsibilities of witnesses

Employees who witness bullying and harassment at Cartwheel Arts are expected to raise a complaint, irrespective of whether the target of that bullying or harassment wants to make a complaint.

If you are identified as a witness to a bullying or harassment complaint, you will be expected to co-operate with the investigation and answer questions honestly.

If a number of staff witness the same event, it is the responsibility of the most senior member of staff to raise a complaint with the relevant manager, who is normally the immediate line manager of the employee whose behaviour warrants the complaint.

Confidentiality

Due to the sensitive nature of complaints of bullying, harassment, discrimination and victimisation, any investigation will be handled with particular care and will remain, where possible, confidential. One of the aims of this provision is to protect the confidentiality of the person making the complaint and the reputation of the person being complained about until the matter has been resolved.

If it is deemed that the health and/or safety of an individual, or others, is at risk of serious harm, confidentiality in these circumstances may be overridden by Cartwheel Arts' duty of care toward staff and its other legal and moral obligations. Any such decision will be taken with the prior knowledge of the relevant individuals and the reasons explained fully.

Bullying or harassment by non-employees

Cartwheel Arts will protect its employees from bullying or harassment by individuals who are not employed by Cartwheel Arts. Line managers should address any complaints that their team members raise through appropriate channels, e.g. by contacting the employer of the perpetrator. In some circumstances, Cartwheel Arts may pursue legal action, exclude the perpetrator from the activities or services of Cartwheel Arts, or report the activities of the perpetrator to the police.

Policy Revisions

This policy will be reviewed every 3 years, and any amendments made as necessary or earlier if changes to national legislation or operational procedures at Cartwheel Arts occur. All policies are subject to the Board of Trustees approval.

Appendix 1: Types and examples of harassment

The Equality Act 2010 makes harassment unlawful across the following protected characteristics

- sex;
- race;
- sexual orientation;
- disability;
- religion or belief;
- gender reassignment;
- age.

An explanation and some examples of what might constitute harassment are set out for each of the seven protected characteristics below.

Sexual harassment is any unwanted verbal or physical advance, sexually derogatory statement or remark which is offensive, objectionable, causes an individual discomfort or humiliation, or which interferes with their job performance, and arises because of their gender or sexuality.

Such behaviour may include

- Sexually suggestive or sexually explicit remarks, gestures or behaviour (including innuendo or jokes).
- Compromising invitations.
- Display of sexually suggestive or degrading pictures, objects or computerised pornographic material in the workplace, e.g. inappropriate screen savers.
- Unwelcome sexual advances, propositions and demands for sexual favours
- Unwanted or derogatory comments about dress or appearance
- Suggestive looks, staring, leering, provocative, lewd, explicit and suggestive gestures or remarks
- Physical contact, ranging from invasion of personal space e.g. standing too close and unnecessary touching, groping, fondling through to indecent exposure, sexual assault and rape.
- Stereotypical assumptions.
- Intimate questioning about an individual's personal or sexual life.
- Physical abuse or intimidation.

Racial harassment is defined as any behaviour, either verbal or physical, which is offensive to an individual or makes them feel intimidated, humiliated, ridiculed and / or undermined because of their colour, nationality, race or ethnic group. It can have the effect of fostering hatred and/or prejudice towards individuals or particular groups.

Such behaviour may include

- Victimisation or ostracism.
- Remarks of an abusive or unfavourable character based on a person's

race.

- Displays of images or material / publications which people may find racially offensive.
- Refusal to work with someone or deliberate isolation of them because of their race, colour, nationality or ethnic origin.
- Racist jokes, banter, comments, nicknames, insinuations, insults, taunts, gestures or graffiti.
- Unfair work allocation (e.g. menial tasks).
- Physical attacks on individuals
- Offensive remarks about dress, culture or custom
- Verbal threats.
- Unhelpful colour or cultural stereotyping

Harassment on grounds of sexual orientation is unacceptable behaviour based on known or presumed sexual orientation. The response of LGBTQ+ people to harassment may also be complicated by the fact that, in order to complain about it or confront it, they may feel that they have to be open about their sexual orientation with work colleagues, perhaps for the first time.

Such behaviour may include

- Homophobic remarks, name-calling or jokes.
- Innuendo, loaded comments.
- Malicious gossip.
- Being sent to “Coventry”.
- Stereotyping and stereotypical assumptions
- Assault, verbal abuse, offensive and derogatory comments.
- Actual or threatened disclosure of a person’s sexual orientation to others.
- Exclusion from social events or exclusion of same sex partners.
- Intrusive questioning about domestic circumstances.
- Assumptions that everyone is heterosexual.

Harassment relating to disability is unwanted behaviour relating to an individual with a disability, or barriers experienced by the individual as a result of disability, or assumptions made about them because of their disability. Such harassment may also constitute discrimination under the Equality Act 2010.

Harassment which relates specifically to disabled people might include:

- Verbal ridicule of persons with disabilities.
- Unnecessary questions relating to the person's impairment (there is no need for colleagues to have any information about people's impairments unless there is a direct practical necessity).
- Creating barriers to participation in workplace or social activity or meetings through lack of attention to the known and declared access needs of individuals.
- Suggestions that individuals lack the capacity to manage their own

impairment take responsibility for their own work and are less able to be self-managing in this regard than other colleagues.

- Repeated failure to take account of these access needs e.g. in meetings.
- Expectation that the individual will cope in a situation which will clearly pose barriers to their participation, without creating an opportunity for them to express their own view privately in advance.
- Creating the impression that taking account of access needs and making reasonable adjustments is a problem or nuisance caused by the person with the disability
- Assumptions that the usual way of performing particular tasks is the only way, when the person with the disability who is charged with the task wishes to propose, explain or show that there is an alternative way.

Harassment on grounds of religion is defined as unacceptable behaviour based on religious beliefs or practices, the lack of religious beliefs or practices or due to the changing or renouncement of religious allegiance. Using religion to justify harassment on the grounds of gender, gender identity, ethnicity or sexuality is also unacceptable.

Such behaviour could include

- Ridiculing items worn for religious reasons.
- Disparaging cultural customs.
- Insensitive treatment of requests for holidays for religious or cultural festivals.
- Mocking or derision of people's religious beliefs.
- Comments on people are dressed.
- Making it unnecessarily difficult for people to conform to their religious beliefs.
- Coercing others to comply with the teaching of a religion, faith or belief system.

Harassment on grounds of gender identity is defined as unacceptable behaviour towards transgender people, people who have undergone, are undergoing, or intend to undergo gender reassignment or **non-binary people**. It is recognised that this is a separate issue unrelated to sexual orientation. It is unlawful to discriminate against, or harass anyone on these grounds under the Equality Act 2010. Such behaviour could include:

- Remarks, names or jokes which may be perceived as offensive.
- General ostracism.
- Exclusion from social events.
- Refusal to treat a person in accordance with their reassigned or preferred gender identity.
- Unnecessary questioning of a person's reassigned or preferred gender identity.

Harassment relating to age is unacceptable behaviour towards someone based on a perception that they are too young or too old. It could include:

- Remarks, names or jokes which may be perceived as offensive.
- General ostracism.
- Exclusion from social events.
- Disparagement of their appearance.
- Unnecessary assumptions about their capability, e.g. too old to learn new ideas or skills; too young to have any common sense.

Other types of harassment. These can occur when an intimidating, hostile, degrading, humiliating or offensive environment for a person is created for reasons other than those set out above. These could include:

- Derogatory or offensive remarks about a person's physical characteristics.
- Ostracism or exclusion of a person from a group or an activity because of their different social background.
- Unwarranted negative assumptions about a person's abilities because of their accent.
- Disparagement of an employee in the presence of others.
- Derogatory treatment of an employee because they occupy a different job grade.

While the Equality Act 2010 does not make harassment on the grounds of the protected characteristics of marriage, civil partnership, pregnancy and maternity unlawful, any such harassment may still be considered a disciplinary offence at Cartwheel Arts.

It is both unlawful within the terms of the Equality Act and a disciplinary offence within the terms of this policy to harass any individual for association with another individual who has one of the above protected characteristics. The same applies to harassment of any individual based on a perception that they have a particular protected characteristic.

Claims of harassment of Cartwheel Arts Board members or staff members which are brought forward by third parties such as clients, contractors or suppliers will be treated seriously as any internal complaint.

Appendix 2: Procedure for making complaints of bullying or harassment (internal)

Everyone has the right not to be bullied or harassed and to tackle such behaviour when it occurs. Cartwheel Arts does however recognise that it is often difficult and distressing for someone to make a complaint. This section explains how you can go

about this.

The primary aim of any course of action is to ensure that any unacceptable behaviour ceases immediately and the impact of such behaviour on the complainant and others is fully understood and addressed. The action will reflect the circumstances. For example, unwitting bullying may be addressed by training and awareness, combined with monitoring, whereas intentional, long term or major instances of bullying will be addressed via the disciplinary procedure. Early and / or frequent intervention may prevent behaviour escalating.

Stage 1: Obtaining advice and support.

If you believe that you are being bullied or harassed, do not feel that it is your fault or that you have to tolerate it. Anyone being bullied should seek support immediately so that the issues can be discussed and a suggested way forward identified. Support can be obtained from:

- Your line manager
- Your line manager's manager
- A colleague
- A designated representative of the Board HR task group'

Stage 2: Deciding on what action to take.

The action you can take includes

- Approaching the individual yourself. If you feel able to, you can approach the individual who is responsible and make clear to them that their actions or comments are unwanted and offensive and that you wish them to stop.
- Approaching the individual with support. You can do this with the support of any of the individuals listed above as a source of help. The person supporting you can either accompany you to a meeting or help facilitate such a meeting. In some circumstances it may be appropriate to involve more than one of these individuals.
- Alternatively you can ask any of the sources of help to make an approach on your behalf.
- Written approach. You may feel more comfortable with writing a letter or sending an email to the individual concerned, explaining the behaviour that has upset you and the impact this has had on you. Wherever possible give dates and occasions, and state that you wish the behaviour to cease. One of the contacts listed above can give you further information about the content of such a letter. If a written request is made, a copy of this should be kept, as well as a note of any oral requests and the incidents of bullying or harassment.
- Making a complaint to the individual's manager. It may not always be appropriate or sufficient for you to challenge the individual concerned directly in order to stop unacceptable behaviour, especially if protracted or

repeated attempts have failed or the seriousness of the behaviour warrants a different approach. (See below for procedure).

- If you are bullied or harassed by a telephone caller from outside Cartwheel Arts you should warn them that you may end the conversation. Where necessary you may hang up on the caller without warning. It is important that you report the incident to your line manager immediately, and complete a further written report.
- If you receive “flame-mail” or email harassment you must report the incident or incidents to your line manager immediately. You should not respond to the email(s) without consulting your line manager.

In all of the above instances you may need to take your complaint further. It is therefore important to keep notes and details of distressing incidents, including the date and time, the actual incident and how it left you feeling and whether there were any witnesses.

Stage 3: Making a formal complaint

If you wish to make a formal complaint you should do so in writing to the relevant manager, who is normally the immediate line manager of the alleged perpetrator, detailing the incidents of concern, the distress caused, the support you need and if possible what action you would like to see taken in order to stop the unacceptable behaviour. At this point you may also wish to inform your own line manager – if they are not otherwise involved in the issue - that you have made a complaint.

If you believe the relevant manager is implicated in some way or would lack objectivity then discuss with your sources of help to whom the complaint should be addressed.

Appendix 3: Procedure for investigating complaints and taking action on them

Investigation

Upon receipt of a complaint about bullying and harassment, the relevant manager will consult with the designated representative of the Board HR task group to determine the level of investigation required and the seriousness of the complaint. Such consultation will consider:

- What immediate and ongoing support does the complainant require?
- Whether there is an immediate need to initiate disciplinary proceedings in respect of the complaint (including consideration of suspension of the alleged perpetrator)?
- Whether the alleged perpetrator needs to be separated from the complainant (e.g. by move to an alternative work location, or placing on paid leave)?
- How the investigation will be conducted (e.g. timescales, who will conduct

the investigation, what will be investigated, who will be interviewed)?

The investigation will take place in line with the process set out for this in the organisation's disciplinary procedure. The investigation will be conducted to ensure fairness and objectivity, with the appropriate level of expertise, and where appropriate, will be sensitive to the wishes of the complainant primarily but also of the alleged perpetrator.

Within 10 working days the complainant will receive a written response to their complaint from the relevant manager, outlining the process to be followed and the timescale for this.

An investigation will be carried out. This will be done in accordance with the process for investigation in the disciplinary procedure.

In any investigation, the complainant will not be questioned in the presence of the person alleged to have harassed or bullied them without prior consent. Similarly, the alleged perpetrator will not be questioned in the presence of the complainant without prior consent.

A decision and recommendations will be made in writing and shared with the complainant and the alleged perpetrator. The alleged perpetrator will be told that the investigation may lead to disciplinary proceedings.

Within 10 working days of receiving the complaint, the relevant investigating manager shall:

- (a) decide whether the complaint is justified and, with the advice from a designated rep of the Board HR task group, tell the complainant what course of action they intend to take; ▪ OR
- (b) Agree with the complainant and his/her representative to vary the time relevant for a decision to reflect the enquires or investigations deemed necessary; ▪ OR
- (c) If necessary explain why no decision can be given within the time frame, when a decision will be made and how the complainant can make representations about the delay.

Action arising from the complaint and investigation

If the investigation concludes that a potential breach of discipline has occurred, the investigating manager will recommend that disciplinary proceedings be instituted. The organisation's disciplinary procedure will then be applied.

A disciplinary hearing will take place. Both the alleged perpetrator and target of the bullying, harassment or victimisation will be invited to attend to present their case and the evidence gathered in the investigation will be considered. In any hearing, the complainant will not be questioned in the presence of the person alleged to have

harassed or bullied them without prior consent. Similarly, the alleged perpetrator will not be questioned in the presence of the complainant without prior consent.

The hearing will be conducted in line with the process set out in the Cartwheel Arts Disciplinary procedure.

The outcome for an employee who is found to have committed a disciplinary offence could be one of a formal verbal warning, a written warning, a final written warning or dismissal – depending on the severity and frequency of the disciplinary offence. They will have the right to appeal the decision.

Other courses of action may also be taken – either to supplement a decision that a disciplinary offence has occurred or, when this has not been the case, to improve relations between the parties. These might include:

- Mediation (if parties consent to this)
- Transfer to another post, department, or location of either party if possible.
- Counselling for the complainant and / or the perpetrator.
- Awareness raising and training.
- Closer supervision and monitoring.

More than one of these forms of action may be taken.

Closer supervision and or monitoring will ensure that patterns of behaviour are changing, that inappropriate behaviour is not continuing covertly and that the alleged perpetrator is committed to change and development.

If the complainant is not satisfied with the action taken

If the complainant is not satisfied with the action taken by the relevant manager (including any delays to the action being taken) they should use the organisation's grievance procedure to challenge the course of action proposed, raising the grievance with the relevant manager's manager (in line with the second stage of the grievance procedure).

Appendix 4: Examples of unacceptable behaviour

The lists that follow are non-exhaustive:

Examples of behaviour that offends or insults

- Shouting at a colleague, alone or in front of others.
- Criticising, belittling or patronising a colleague, alone or in front of others.
- Using foul, obscene, malicious or offensive language.
- Back stabbing, back biting, sniping, mud-slinging, etc.
- Spreading rumours and gossip.
- Telling tales to discredit.
- Displaying offensive and insulting pictures, graffiti, emblems etc.

- Regular use of sarcasm to demean a colleague.
- Libel or slander.
- Inappropriate jokes, banter, comments, suggestions or aspersions about a colleague.
- Snide remarks, jibes, name calling, use of offensive nicknames.
- Insubordination intended to undermine a colleague.
- Exacting punishments for mistakes.
- Being “two faced”, saying one thing to a colleague’s face and something else, normally the opposite, to others.

4.2. Examples of behaviour that intimidates or threatens

- Threatening violence.
- Physically attacking a colleague.
- Pointing and wagging of fingers.
- Thumping a table.
- ⓧStamping of feet.
- Jumping up and down.
- Screaming.
- Having a temper tantrum.
- Intrusion of a colleague’s personal and intimate space.
- Overtly aggressive questioning.
- Standing over a colleague.
- Inappropriate touching, caressing, holding, grabbing, etc.
- Shoving, barging and pushing.
- Blocking or barring the way.
- Vandalism of a colleague’s property.
- Spying, pestering or other inappropriate intrusive questioning, particularly into someone’s personal or domestic life.
- Making a colleague the subject of a “witch hunt”.
- Deliberate action outside of work that adversely affects a colleague’s working life.
- Blaming a colleague automatically for anything that goes wrong.
- Encouraging colleagues to spy, snoop, eavesdrop or “snitch” on a colleague.
- Malicious or ambiguous letters sent to a colleague’s home, partner, family or friends.
- Anonymous telephone calls to a colleague’s family, especially at unsocial hours.
- Ordering of unwanted goods or services to a colleague’s home address with malicious intent.

Examples of behaviour that isolates or excludes

- Excluding a colleague from anything to do with the running/operation /working/management of the project, team, office, or department.
- Sending a colleague to “Coventry”.
- Giving a colleague the “cold shoulder”.
- Refusing to listen to or deliberately ignoring a colleague’s views or opinions.
- Talking about a colleague, in their presence, in the second or third person.
- Excluding a colleague from social activities.
- Limiting communication to e-mail or via a third party in lieu of speaking directly.
- Forcing a colleague to sit apart from colleagues e.g. in a remote corner.
- Ending conversations when a colleague enters the room.
- Whispering about a colleague in their presence or behind their back.

Examples of behaviour that is directly work related

- Knowingly setting a person up to fail.
- Changing objectives or deadlines of a person without consultation and for no good reason.
- The unnecessary highlighting of errors or mistakes, in a way which is not supportive of performance management.
- Withholding of information, permission approval consent etc. that a colleague has a reasonable expectation of being given in order for them to carry out their duties.
- Deliberate withholding of support to the detriment of a reasonable duty of care.
- Denying a colleague the resources or equipment necessary to do the job, whilst allowing others the resources and equipment as and when required.
- Deliberate denying available and necessary training opportunities for a new job, which results in serious detriment to a colleague’s competence.
- The removal of status, authority, or tasks for which a colleague was recruited without consultation and when their capability does not merit this
- Removal of any authority which is necessary for a colleague to carry out their work, without consultation and when their capability does not merit this
- Increasing a colleague’s responsibilities but deliberately removing the necessary authority.
- Increasing responsibilities without informing a colleague.
- Deliberate and persistent undermining of a colleague’s professional competence by negative criticism

- Setting tasks without timescales and then criticising for not completing the work “on time.
- Sabotaging, interfering or impeding performance for the purpose of later criticism.
- Preventing a colleague from progressing by intentionally blocking promotion or training opportunities.
- Assessing performance far lower than documented achievements merit.
- Assessing performance at odds with the assessment of the individual, when the individual’s own assessment can be corroborated by informed and relevant sources, such as subordinates, colleagues, peers, other managers, former managers, customers, clients etc.
- Inappropriate monitoring of a person’s work.
- Being coerced into regularly undertaking work of a higher grade but without recognition or remuneration.
- Setting impossible targets re quality or quantity of work.
- Refusing to clarify a person’s job description / function.
- Knowingly giving a colleague more work than they can reasonably cope with.
- Inappropriate, overbearing or excessive supervision.
- Removing areas of responsibility without consultation.
- Repeatedly ordering a colleague to carry out tasks of a level of ability and competence which are inappropriate for their post.
- Reassigning work without reasonable justification.
- Imposition of non-tasks or work which is unnecessary.
- Claims of misconduct, breach of discipline, making threats of disciplinary procedure, demotion etc, but refusal to formalise or put in writing.
- Selectively or arbitrarily invoking disciplinary procedures.
- Suggesting that there is evidence to support allegations which are false.
- Attempting to deny representation in situations where it is a right, e.g. in disciplinary meetings.
- Suggesting a person should resign.
- Refusing to give approval for training until the very last moment or withdrawing approval at short notice.
- Refusal, without reasonable cause, of reasonable requests for leave, compassionate leave, change of hours, etc.
- Unreasonably delaying approval for the above until the last moment.
- Making threats or comments about a person’s job security without foundation.
- The monitoring of telephone conversations without consent.
- Contacting a colleague at home, on holiday or sick leave with “urgent” work or unreasonable demands.
- Interfering with, intercepting or “losing” mail addressed to a colleague.

- Misrepresenting a colleague's work as their own or taking undeserved credit.
- Unwarranted copying of critical emails to others.
- The use of third parties to fabricate complaints.
- Using third parties to carry intimidating messages or carry out unwelcome actions toward a colleague.
- Claiming that there are complaints about a colleague but refusing to substantiate or confirm in writing, or be specific.
- Criticising a colleague for doing what others do without being criticised.
- Written communication which includes bold, red and capital letters or offensive language.
- Demanding that work be redone or repeated when it is satisfactory or complete.
- Refusal to acknowledge performance, achievement, results, worth, value, success, etc.
- Deliberately undervaluing, downgrading, ignoring or minimising the value of a colleague's contribution.
- Knowingly convening a meeting with a purpose which is significantly different to that initially given to those invited.

Appendix 5: Stress related behaviours and their effects

Psychopathologic (psychologically abnormal behaviour) -

anxiety reactions, panic attacks, tearfulness, fragility, apathy, increased sense of futility/failure/powerlessness, avoidance, reactions, sense of isolation/withdrawal/detachment, concentration problems, increased forgetfulness, clumsiness, lack of initiative, suicidal thoughts, depressive mood, negativism, melancholy, gloominess, desperation, mood swings, angry outbursts, loss of humour/ability to feel enjoyment, resentment, fear reactions, hyper-arousal, insecurity, fragility, vulnerability, insomnia, intrusive thought, irritability, increased obsessiveness, heightened sense of guilt/shame, adoption of "victim mentality", intolerance/disinterest in others' feelings/ idiosyncrasies.

Psychosomatic (conditions caused or aggravated by mental conflict/stress) –

arterial hypertension, cardiac palpitations, coronary heart disease, heart attacks, angina, sweating, chest pains, tachycardia (abnormally rapid heart beat), anaemia, hair loss, poor skin quality, skin irritations e.g. athlete's foot, dermatitis, eczema, psoriasis, rashes, shingles, joint and muscle pains, back ache, neck ache, migraine, headaches, dulled senses, especially touch, taste and smell, loss of appetite, eating disorders, disturbed eating patterns, abnormal thirst, indigestion, unsettled stomach, stomach pains, stomach ulcers, irritable bowel syndrome, flatulence, intolerance of certain foodstuffs, unusual allergies, urinary infections, unusual hormonal changes, thyroid malfunction, breathlessness, asthma attacks, lethargy, fatigue, constant exhaustion, loss of strength, loss of stamina, disturbed

sleeping patterns, inability to sleep or get to sleep, nightmares, flashbacks, frequent coughs, colds, flu, sinusitis and other minor infections, conjunctivitis, tired and sore eyes, excessive or compulsive picking, scratching, biting of nails, grinding of teeth, anaesthesia, numbness, pins and needles in hands, feet or lips, poor circulation, cold extremities, intense dislike of cold. Other effects can include increased alcohol and drug intake, increased smoking and sexual dysfunction