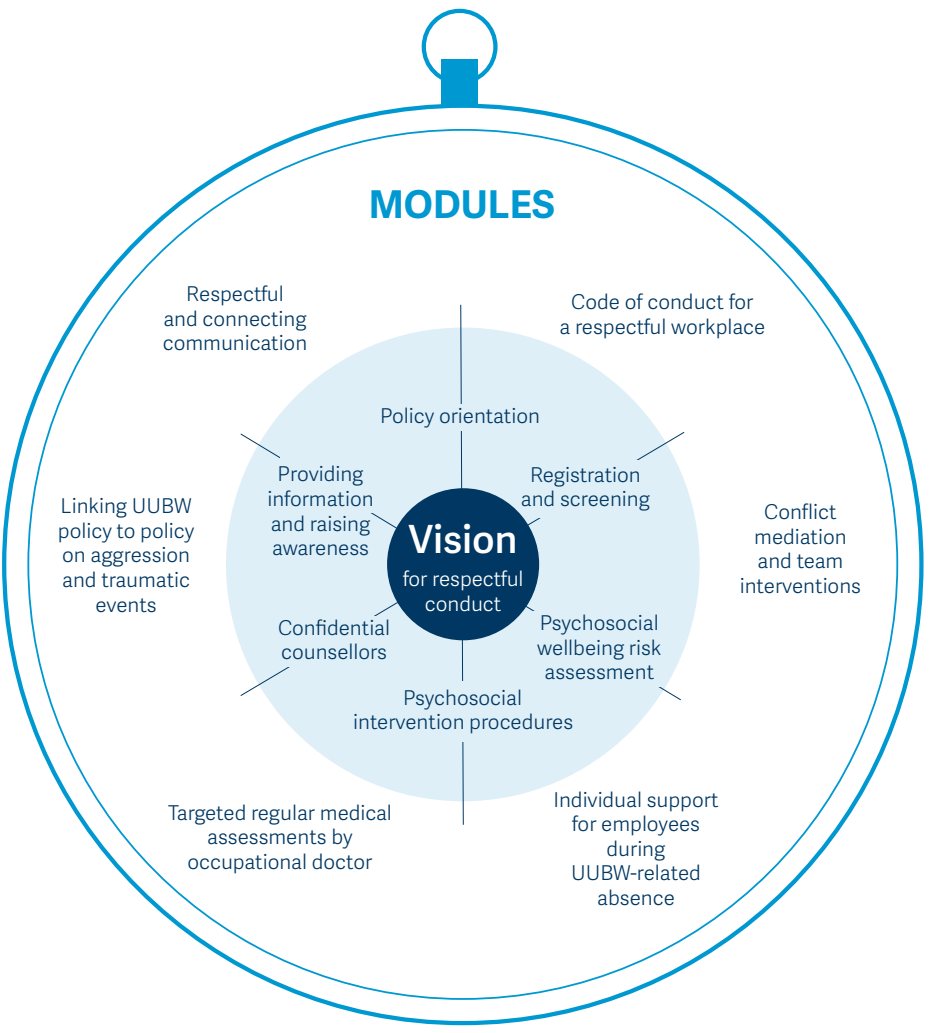


Respectful conduct at work



Dealing with conflicts
and undesirable
unacceptable behaviours
at work as an employer

Policy Compass for Respectful Conduct



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Introduction

Our commitment to employees' mental wellbeing

Current legislation on psychosocial risks covers more than just harassment. The various work-related psychosocial factors are interrelated.

Workplace risks include lack of role clarity, insufficient autonomy, lack of development opportunities, poor social support, etc. Such risks may lead to stressful situations, which can in turn give rise to conflicts and undesirable unacceptable behaviour.

Conflicts, bullying, violence, sexual harassment and discrimination at work remain important measures of your employees' wellbeing. When a company takes such risks into account and creates a mitigation policy to address them, this ensures better operations and performance.

However, managers often don't know quite where to start. There is no one-size-fits-all solution. Undesirable unacceptable behaviour at work (UUBW) and conflicts are usually due to a complex interplay of factors. Without a policy that is well-thought-out, well-designed, value-based and tailored to your company, you will not be able to identify and address these factors and thereby create a respectful climate.

This brochure gives you the information you need to tackle conflicts and undesirable unacceptable behaviour at your company in a targeted, structured manner.

1 A Structural Approach to Undesirable Unacceptable Behaviour at Work

Undesirable unacceptable behaviour at work (UUBW) refers to bullying, violence and sexual harassment. With the help of IDEWE Group's range of services, you can tackle all aspects of such behaviour. Our approach is based on four principles.

1.1. Starting with a well-thought-out vision

A good policy does not just address bullying, violence and sexual harassment. It also prevents conflicts from escalating into undesirable unacceptable behaviour at work. Early detection increases your chances of repaired communication.

A good policy on conflicts and undesirable unacceptable behaviour at work is part of a broader (psychosocial) wellbeing policy that also pays attention to permanent support and guidance for employees

1.2. Phased design

Our offer consists of phased management of your problem, using various modules or building blocks that can be combined into a multi-step plan.

Each module covers a relatively clearly defined policy area. IDEWE Group provides suitable work materials and guidance during each module. We will work with you to turn the legal requirements into a useful, appropriate approach for your company.

Our core offer consists of six basic modules:

- Policy orientation
- Measure to manage
- Psychosocial wellbeing risk assessment
- Psychosocial intervention procedures
- Confidential counsellors
- Providing information and raising awareness

Later on, we can expand on these basic modules with supplementary modules depending on your wishes and goals. For example, we might lay the foundation by raising general awareness of respectful conduct, after which we train all your managers on how to deal with conflicts in a later phase.

1.3. Tailored to your company

IDEWE Group believes that to be sustainable and effective, a policy on undesirable unacceptable behaviour at work must be linked to your existing strategy, structures and systems such as a human resources policy and broader (psychosocial) wellbeing policy, performance reviews, operations meetings, coaching leadership, working on team culture, etc. Our approach therefore takes into account your company's culture and existing procedures.

Depending on the size of your company and available competences, we can provide the following additional services:

- Coaching for managers on how to conduct conversations in the event of collaboration issues
- Raising awareness among employees and informing them about intervention procedures
- Arranging workshops for employees on respectful and connecting communication

1.4. Opting for a multidisciplinary approach



We will work together with you to ensure the success of your company's UUBW policy. We involve all actors: senior management, human resources, managers, internal safety prevention advisors and confidential counsellors, trade unions and, of course, all your employees.

IDEWE Group acts as your external partner. You can call on various designated prevention advisors (occupational doctor, prevention advisor on psychosocial aspects, ergonomist, safety prevention advisor, etc.) as needed. This multidisciplinary approach guarantees the best results.

2 Policy Compass for Respectful Conduct

Our offer makes use of a policy compass. Your policy design is structured according to this model. As the employer, you start with a vision of what you wish to achieve. Then you draw up a basic policy incorporating the various legally specified core elements. After that, you can work on developing a broader, more integrated policy on respectful behaviour at work.

2.1. What do you want as an employer? (Vision)

Aim: Articulating the objectives, motives and values that inform your UUBW policy.

Vision
for respectful
conduct

Begin by clarifying your company's reasons for investing in this policy and which values you want to express within your company to create a respectful climate. A vision provides a framework for the process as a whole and forms a starting point for further communication. It also gives your employees confidence in the reasoning and methods behind your approach. We recommend embedding this commitment properly, for example through the inclusion of a statement of principles in your company policy.

2.2. What should you be doing as an employer? (Basic modules)

2.2.1 'Policy orientation' module

Aim: Defining the policy's general outline.



The statement of principles serves as a starting point for your policy. You can then work out the policy's specifics in various ways, for example by creating a blueprint, policy memo or prevention documents.

Experience has taught us that to be successful, a policy on undesirable unacceptable behaviour at work must have a solid foundation. That is why it is also important to review and allocate responsibilities and authorities in this phase. To that end, IDEWE Group can provide a brief 'Policy audit of psychosocial risks, including respectful behaviour at work'.

2.2.2 'Registration and screening' module

Aim: Identifying conflicts and UUBW and performing an initial screening.

This module is about recording and screening signs, incidents, conflicts and undesirable unacceptable behaviour at work by internal employees and others (e.g. register of incidents by third parties). Proper recording makes it clear which matters you will need to address first.

We offer a template for reports of third-party incidents you can adapt to your own company. We are also happy to support you with the data screening and analysis.

2.2.3 'Psychosocial wellbeing risk assessment' module

Aim: Bringing to light the factors that facilitate and hamper UUBW and respect at work.

This module consists of:

- Identifying and evaluating factors that impact undesirable unacceptable behaviour at work
- Exploring the effects of undesirable unacceptable behaviour at work at team and company levels

IDEWE Group will support you with carrying out a general risk assessment that also looks at psychosocial risks or a risk assessment of a specific working situation. Our approach is always tailored to your company's needs.

2.2.4 'Psychosocial intervention procedures' module

Aim: Helping your company to set up a procedure for employees who feel their boundaries are being violated, and by extension, if they are unhappy at or in their work.

We will reflect on various concepts such as UUBW, conflicts and a respectful work environment together. Additionally, this module covers the general legal framework for psychosocial risks and the special procedure for employees dealing with such risks. We offer various examples, templates and basic documents you can use to guide your work.

2.2.5 'Confidential counsellors' module

Aim: Helping your company to appoint and train confidential counsellors.

A confidential counsellor is tasked with supporting, advising and informing employees who are suffering unhappiness at work due to bullying, etc. IDEWE Group will help you to appoint a suitable confidential counsellor. In addition, we provide a basic training course that covers both the legal framework and the required knowledge and skills. We will also handle the legally mandated annual supervision.

Every employer affiliated with IDEWE Group has access to a team of external prevention advisors on psychosocial aspects (PAPS). It is essential for your confidential counsellor to collaborate confidentially and discreetly with one of these prevention advisors on psychosocial aspects.

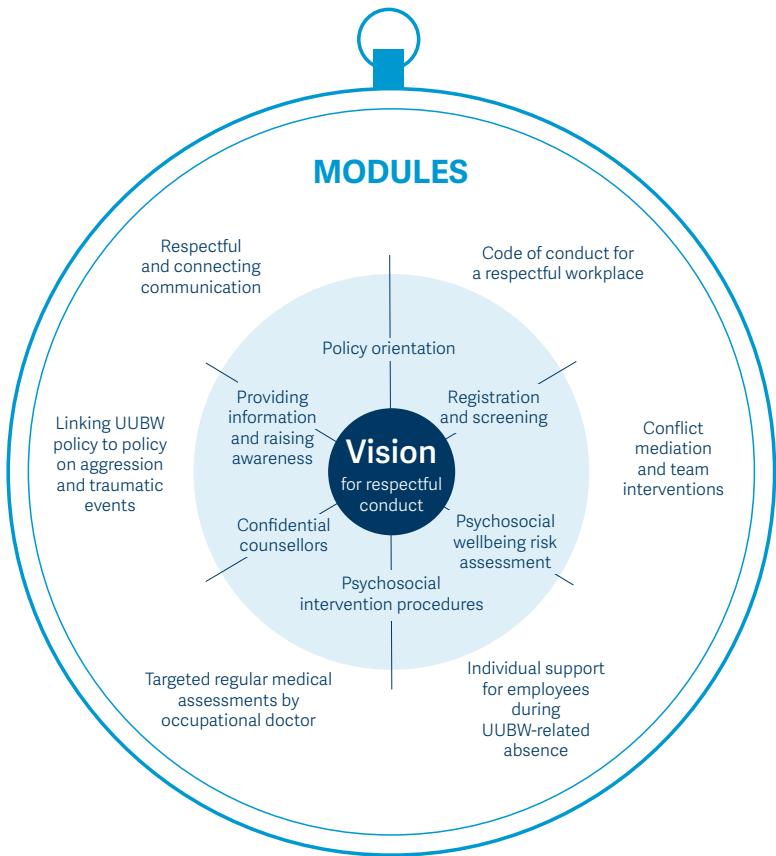
2.2.6 'Providing information and raising awareness' module

Aim: Helping your company to facilitate open discussion of disrespectful behaviour at work.

We have found that many companies already have a vision, intervention procedure and confidential counsellor. It is important to ensure that this information is also known internally. That way, instead of undesirable unacceptable behaviour remaining taboo subjects, employees will not be afraid to discuss them openly, you can explore individual differences and boundaries and staff knows to whom they can turn.

IDEWE Group offers support in the form of awareness sessions for employees, managers, your internal prevention and protection service and your Committee for Prevention and Protection at Work (CPPW). In addition, we can help you create an article for your employee newsletter, onboarding presentation for new hires or information leaflet.

2.3.What could you be doing as an employer? (Supplementary modules)



2.3.1 'Respectful and Connecting Communication' module

Aim: Teaching your employees and managers how to communicate respectfully and how to deal with conflicts and UUBW.

Having respect for yourself means knowing your own boundaries and communicating them in the right way. Respecting others means you also acknowledge and respect those people's boundaries, even if they do not match your own.

IDEWE Group offers various related training courses and workshops designed to improve employees' skills regarding:

- Respectful and connecting communication
- Giving and receiving feedback
- Preventing conflict from escalating into inappropriate behaviour

2.3.2 'Code of Conduct for a Respectful Workplace' module

Aim: Guiding your company as it develops a positive code of conduct that encourages an open corporate culture.

A code of conduct clarifies which values are important to you and how these are expressed in the ways you work and interact with each other from day to day.

We believe that to be meaningful, a Code of Conduct must be designed, supported and applied by and for everyone at your company. To that end, we can provide support in the form of training courses, workshops, action days, working groups and relevant examples.

2.3.3 'Dealing with Conflicts and UUBW for Managers' module

Aim: Teaching your managers how to recognise and respond adequately to signs of conflict and UUBW.

We believe that it is an important part of a manager's duty to prevent and address undesirable unacceptable behaviour at work. During this interactive training course, we work with managers to explore the influence they can have, their conflict management style, how to talk to employees about their behaviour and how to act as an intermediary.

2.3.4 'Conflict Mediation and Team Interventions' module

Aim: Advising and supporting your company with specific problems between individuals or within a team.

Wherever there are people working together, sooner or later there is bound to be conflict. People have different opinions, and sometimes that causes friction.

To keep existing conflicts from escalating or leading to undesirable unacceptable behaviour at work or hyperconflict, IDEWE Group can support you by:

- Providing advice and coaching to an individual inside the company dealing with the situation
- Arranging mediation between the various parties involved
- Conducting individual conversations with the various parties involved
- Leading group discussions
- Drawing up an advisory report based on various conversations to facilitate prevention measures (risk assessment of specific working situation)

2.3.5 'Individual Support for Employees during UUBW-Related Absence' module

Aim: Promoting work resumption and preventing similar future absences.

If an employee is absent due to conflicts or undesirable unacceptable behaviour at work, IDEWE Group will support this individual and their team during and after the absence in collaboration with your company.

On the recommendation of their manager(s) or HR, the employee may consult a prevention advisor-occupational doctor or prevention advisor on psychosocial aspects. We will use these contact moments to explore the conditions for resumption of work and their fitness for work. We will also look into the needs of their team and manager.

It can be necessary to sit down with all parties and clarify various matters before resuming work. This can help to lower the threshold for work resumption

and promote psychosocial wellbeing. Besides such specific services, we recommend making this topic a structural element of your sickness absence policy.

2.3.6 'Linking UUBW Policy to Policies on Aggression and Traumatic Events' module

Aim: Supporting and guiding your company in the development of an integrated psychosocial wellbeing policy with a special focus on aggression and care after traumatic events.

In 95% of cases, employees with prolonged exposure to workplace harassment will exhibit symptoms of anxiety disorder and post-traumatic stress disorder. Employees may also experience a single incident of aggression as a traumatic event.

IDEWE Group will support you with:

- Setting up a policy on traumatic events and aggression
- Training on how to deal with aggression for managers and employees
- Supporting own staff after a traumatic event
- Supportive discussions with the various parties involved
- Training a team of employees in the provision of psychological support after traumatic events

2.3.7 'Regular Targeted Medical Assessments by an Occupational Doctor' module

Aim: Identifying general psychosocial risks and signs of conflicts and UUBW as part of periodic health monitoring by an occupational doctor.

IDEWE Group will use a brief questionnaire such as the 'Psychosocial Barometer' screening tool to map employees' psychosocial wellbeing during periodic assessments.

In addition to taking stock in this way, the occupational doctor or occupational nurse may provide personalised tips and encourage the employee to take action to discuss a difficult working situation.

3

Conditions for Success

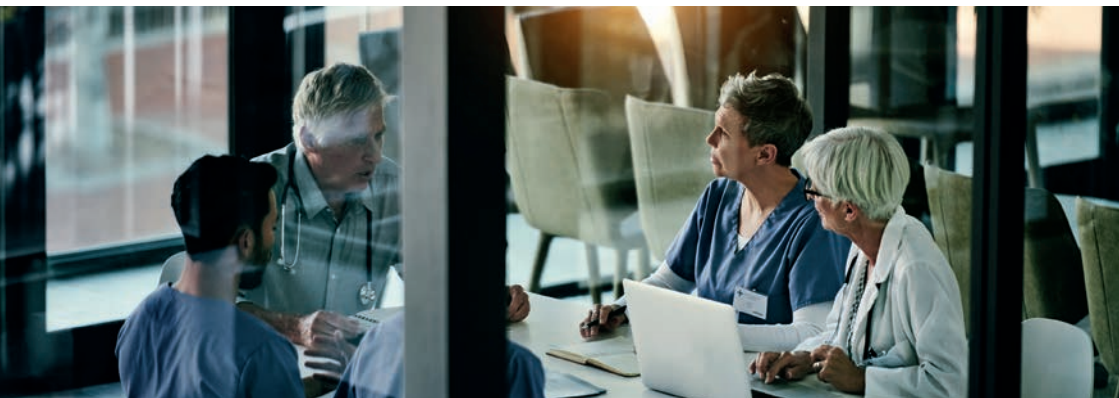
- Your company's senior management establishes a vision and general outline.
- As the employer, you and your managers show that you care and set an example.
- You ensure that sufficient budgets, human capital and time are made available.
- Your UUBW policy goes further than descriptions in documents. This sensitive topic requires a willingness to experiment and learn. To ensure proper acknowledgement of everyone's role, coordination and clear agreements are necessary.
- Set up an active working group with sufficient authority to act as ambassadors and develop and promote the various modules.
- Anchor your UUBW policy in your prevention services through your CPPW and in your daily operations through HR and your managers.



4

What Happens in Practice

- You let us know that you want to make use of our services for the development of an UUBW policy or elements thereof.
- We set up an exploratory interview to determine your views on UUBW and respectful workplace conduct and your wishes and expectations.
- We support you with:
 - Setting up a working group for policy preparation, coordination and monitoring
 - Conducting a policy audit to explore your existing situation. We assess your current registration and the need for a broader risk assessment.
 - Drawing up a statement of principles
 - Developing a policy memo with an action plan. This can incorporate the various modules.
 - Regularly evaluating your progress and the impact on your employees' wellbeing
 - Anchoring the policy in an integrated (psychosocial) wellbeing policy



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