Unacceptable Behaviour Policy and Procedure Policy

Erith expects the highest standard of behaviour from its staff and for all staff to be aware of how their behaviour can affect others.

To achieve this standard, it is the general expectation that all members of staff, including those working on behalf of Erith, will behave in an acceptable manner – treating others with courtesy, respect, consideration and conducting themselves professionally whilst interacting with others.

Erith are fully committed to creating and sustaining a positive and mutually supportive working environment where staff can work collaboratively and productively together, and where staff are equally valued and respected.

Acceptable Behaviour

Erith expects that members of staff will conduct themselves in a professional and acceptable manner and herein provide guidance on key and valued behaviours that should be observed when interacting with and influencing others, or when managing colleagues. Leadership attributes have also been developed to set out the behaviours expected of managers within Erith.

All members of staff should be aware of their own behaviour and how it impacts on others. Erith recognise that personalities, characters, and management styles are all different, but the expectation is that the way we approach our working life must always be acceptable to others through applying principals such as those listed below:

- Working cooperatively with others to achieve objectives
- Managing performance in an appropriate and fair manner
- Giving and receiving constructive feedback as part of normal day to day work activity – this should be evidence based and delivered in an appropriate environment and manner
- Using understanding of other people's perspectives to aid in reaching agreements
- Establishing good working relationships

Unacceptable Behaviour

Unacceptable behaviour may involve actions, words or physical gestures that could reasonably be perceived to be the cause of another person's distress or discomfort. Unacceptable behaviour does not necessarily have to be face to face, and may take many forms such as written, telephone or email communications or social media. Such behaviours may also contravene equality and/or employment legislation. For the avoidance of doubt and for the purpose of this policy, invoking Erith procedures connected to areas such as conduct, capability or discipline where such procedures are applied reasonable and appropriately will not constitute unacceptable behaviour. The protected characteristics cover age, gender, race, religion/belief, disability, marriage/civil partnership, sexual orientation, pregnancy/maternity and gender reassignment.

Some examples of unacceptable behaviour are included below:

- Aggressive or abusive behaviour, such as shouting or personal insults.
- Spreading malicious rumors or gossip, or insulting someone.
- Lack of awareness or consideration of diversity, particularly when related to a protected characteristic under the Equality Act 2010.
- Overbearing supervision or other misuse of power or position.
- Unwanted physical contact.
- Offensive comments or body language.

Confidentiality

Members of staff involved in any proceeding taken under this policy shall seek to ensure that confidentiality is maintained where practicable. Any investigations carried out under the policy shall be undertaken with discretion and all parties will be made aware they must treat as confidential any information shared during any proceedings.

Informal Resolution

Except where the alleged behaviour is deemed by management to be sufficiently serious to warrant and immediate formal investigation, unacceptable behaviour should in the first instance be dealt with at the lowest possible level, ideally through the individual who perceives that they are the recipient of unacceptable

behaviour; raising and discussing it with the person subjecting them to the behaviour. Advice on how best to resolve the situation can be sought from an appropriate Line Manager. In many cases, this may resolve the issue without taking any further action and a constructive way of working in the future can be agreed.

If this approach is not successful or if the individual experiencing unacceptable behaviour feels unable to take steps to resolve the issue themselves, then they should inform their Line Manager of the situation as soon as possible. Managers have an active role to play in resolving any issues that are raised under this policy and are expected to act if any incidents involving unacceptable behaviour are brought to their attention, seeking advice and support from their Line Manager as appropriate. If the Line Manager is responsible for unacceptable behaviour, then their Line Manager should be informed.

The Manager should meet with the member of staff who is claiming that they have been subject to unacceptable behavior and discuss the situation with them – establishing the circumstances, the impact that the individual considers it has had, and any steps that the individual may have already taken to address the situation. Staff are encouraged to keep a record of any examples of the unacceptable behavior that can support their complaint during these discussions.

The Manager will then seek to agree a course of action with the individual. Wherever possible, resolution will be sought through informal means. This will usually involve a meeting between the individual(s) and the person(s) who has allegedly behaved unacceptably that is facilitated by the appropriate Line Manager with support from the relevant Line Manager as appropriate. The individual and the subject of the complaint can each be accompanied by a colleague or acceptable representative for support as necessary. The aim of such a meeting is for agreement to be reached on what might constitute a more acceptable form of behavior in the future. Where mediation is appropriate and where both parties agree to participate, the Manager may refer the case to higher management.

Formal Investigation

No formal action will be taken under this policy without prior consideration of the potential for informal resolution unless the behavior involved is deemed by Line Management to be sufficiently serious to warrant a formal investigation. Advice from Senior Managers should be sought before proceeding.
Formal investigation under this policy need not be triggered by a specific complaint.

Monitoring, management, or Personnel concerned may also be enough depending on the circumstances. Support will be considered and provided for both the complainant and the individual against whom the complaint has been made.

When making a formal complaint, the following process should be followed:

Formal complaints should be set out in writing with any accompanying evidence addressed to the complainants Line Manager and copied to the individuals Line Manager. If the complaint involves the Line Manager, a copy should be sent to their Line Manager. The written complaint should include details of any informal resolution that has been attempted; notes of any discussions held in accordance with this policy; and the names of any members of staff who have agreed to act as witnesses to the alleged unacceptable behavior.

Any evidence supporting the allegations made, such as emails, should also be submitted as part of the written complaint.

- The manager will meet with the complainant to clarify the grounds of the complaint and explain what happens next.
- The manager will arrange to meet with the person(s) who have allegedly behaved unacceptably, and a copy of the written complaint will be provided..
- They will then be given the opportunity to respond in writing to the allegations and to identify any witnesses who may have agreed to be included in the formal investigation.
- An independent investigator will be identified by the manager and asked to investigate the complaint made, establish whether there is a case to answer and where there is a case to answer, make recommendations. This will normally involve meeting both parties and any witnesses as appropriate and consideration of any supporting evidence.
- A written record of findings from the investigation will be submitted to the relevant director / division head, who will then discuss any recommendations with the line manager.
- The director / division head will then write to both parties informing them of any outcomes of the investigation.

- A copy of the investigation report will also be provided.
- Both of which must be kept confidential by both parties.

Invoking the Formal Grievance Procedure

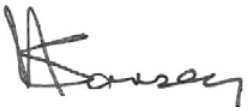
The unacceptable behavior policy has been introduced to provide an alternative method for dealing with unacceptable behavior and wherever possible staff are encouraged to follow the procedures set out in this document and opposed to invoking formal actions under Erith's grievance Procedure

This policy differs from the Grievance Procedure in the following ways:

- The Grievance Procedure involves a hearing at which both parties may be present; investigation of a complaint under this policy does not involve that.
- Grievance Procedure investigations are normally carried out by the line manager, formal investigations conducted under this policy are done so by an independent investigator with no direct connection to either party or manager.
- A grievance must be brought by the affected individual, an investigation under this policy may be enacted by others.

If the complainant is dissatisfied with the application of this procedure, they have the right to raise an appeal under the grievance procedure within 20 working days of receiving the letter giving them details of any outcomes from the investigation process.

Signed for and on behalf of the Executive Board:



Steven Darsey
Company Chairman
25/09/2026