

Ways Of Being Co-op - All Colleague Code



Our Purpose: Ways of Being Co-op - All Colleague Code

Why is it needed?

Our vision is to co-operate for a fairer world. We want to make our workplace fair for all our colleagues, because we know for some colleagues things aren't fair or right.

Each and every one of us has a role in creating an environment that is fully inclusive and free from hostility; a workplace where all colleagues take responsibility for their own behaviour and are empowered to call out poor behaviours of others.

We all need to be clear about what this means in practice, which is why we are being so explicit about the behaviours outlined in the code.*

We're focused on becoming fully anti-racist and anti-discriminatory¹ in all our efforts, but ultimately it goes beyond this; we're creating an environment where everyone is treated fairly, with kindness, integrity, dignity and respect and free from any form of bullying, harassment, discrimination or inappropriate behaviour.

What is it?

The ALL Colleague Code is a guide that gives clarity on the what's ok and what's not ok* in terms of behaviours at work on a day-in, day-out basis. It is applicable for every colleague across our Co-op, across all roles.

Just so you're clear, whilst the code is not a policy in itself, it is linked to our Disciplinary and Bullying, Harassment and Discrimination policies so if we see or are made aware of persistent or severely poor behaviours, then action may be taken under the disciplinary policy.

***The examples referenced are not exhaustive**



Ways of Being Co-op - All Colleague Code

Do what matters most

- ✓ Creating an environment where everyone feels valued, welcome, and included, no matter who they are



Be yourself always

- ✓ We are confident to be ourselves, and see the difference and value we each bring. We feel like we belong and we're respected for who we are



Show you care

- ✓ Kindness and compassion is at our core - demonstrated towards ourselves, colleagues and customers. We champion and support the progress of others



Co-operating
for a fairer
world

**We want to create
a socially just² Co-op**
where our colleagues feel
a true sense of belonging

Succeed together

- ✓ Creating a safe and trusting environment we can all work co-operatively and collaboratively³ in. We celebrate diverse thinking to create the best output for our members, customers and communities.



Do What Matters Most

Creating an environment where everyone feels valued, welcome, and included, no matter who they are.



What's ok

- Making work enjoyable and building camaraderie⁴
- Having open and honest conversations⁵
- Taking responsibility to understand why we're doing what we're doing and support others with their understanding
- Treating colleagues with fairness, dignity and respect
- Representing our brand and Co-op even when out of work
- Championing positive change
- Valuing the difference other colleagues bring and the importance of Diversity and Inclusion⁶
- Speaking⁷ up if I see or hear behaviour that's not ok
- Nipping problems in the bud before they get worse
- Recognising the importance of compliance when required
- Recognising when we have more flexibility and empowerment to make decisions for each other and communities

What's not ok

- Using microaggressions⁸ or banter⁹ that might insult or upset someone
- Making inappropriate jokes or constantly teasing
- Unfair or unreasonable criticism, or otherwise upset, humiliate or demoralise someone, especially in front of others
- Any threatening behaviour¹⁰
- Ignoring, protecting, accepting or making excuses for others' poor behaviour, because 'it's just the way they are' or 'they're a good person', or for any other reason¹¹
- Pressuring others into something they are uncomfortable with¹²
- Socially, physically or emotionally ignoring or excluding¹³ other people
- Disrespectful or unprofessional behaviour towards colleagues, customers and visitors
- To gaslight others or display undermining behaviour intended to destroy a colleagues confidence. For example claiming that others have complained where, in fact, there is no evidence of any complaint.

Be Yourself, Always

We are confident to be ourselves, and see the difference and value we each bring. We feel like we belong and we're respected for who we are.



What's ok

- Being the best version of myself and honest with others about who I am and what is important to me
- Standing up for what I believe in
- Bringing my own personality to the role that I do
- Understanding where I can make a positive difference
- Taking pride in doing a great job
- Reflecting and acting on feedback from colleagues
- Sharing my own learnings and mistakes
- Being open to learning and personal growth
- Not leaving it for someone else to pick up
- Accepting and respecting colleagues differences
- Learning something new from colleagues that are different to you
- It's ok to ask questions about things you're not sure about
- Challenging self to do the right things

What's not ok

- Insulting or causing offense to others because 'that's who I am'
 - being yourself does not excuse poor behaviours
- Going along with something you are uncomfortable with or because it's the way 'things have always been done'
- Ignoring something that isn't right
- Not being open to learning or personal growth
- Not listening to or being defensive of feedback
- Refusal to follow or enforce policies such as the bullying, harassment & discrimination and disciplinary policies unless it suits you or your personal circumstances - ALL policies are to be applied consistently
- Not passing the responsibility on

Show You Care

Kindness and compassion is at our core - demonstrated towards ourselves, colleagues and customers. We champion and support the progress of others.



What's ok

- Recognising the importance of self-care and caring for others, and being aware of the wellbeing resources¹⁴ available
- Making time to check in on colleagues
- Listening to understand others' point of view
- Supporting others to help make their voice heard¹⁵
- Asking/trying to understand what colleagues want rather than thinking I know best
- Recognising my working environment might be emotionally challenging at times.¹⁶ Trying to understand what might upset me or others so I can take action and/or support with care
- Encouraging and supporting each other to thrive and ensuring we always have each other's backs

What's not ok

- Unkind gossip
- Speaking over others or not listening to their point of view - it's ok to disagree but always be respectful
- Favouritism - treating other colleagues more positively or negatively or taking sides in arguments
- Ignoring feedback someone has given around their values or identity.¹⁷ It's ok to make a mistake - but apologise and keep learning
- Making assumptions about other's lifestyle or interests¹⁸
- Copying/mirroring poor or aggressive behaviours of others¹⁹
- Not taking wellbeing concerns seriously or failing to deal with people issues promptly²⁰
- Seeing it as a sign of weakness if colleagues need support or help
- Not to be seen as taking corners to resolve or tackle issues

Succeed Together

Creating a safe and trusting environment we can all work co-operatively and collaboratively²¹ in. We celebrate diverse thinking to create the best output for our members, customers and communities.



What's ok

- Doing what I can to create psychological safety²² for colleagues
- Doing what I say I will
- Focusing on what I can change, rather than what I can't
- Taking responsibility for mistakes I make and putting things right
- Recognising and acknowledging²³ when colleagues have done a great job
- Giving meaningful feedback²⁴ to others
- Being flexible when things change
- Trusting and empowering others
- To work as one team across all shifts, take accountability and support your colleagues

What's not ok

- Making others feel fearful or wrong for speaking up or undermining others' confidence, contribution or views
- Not doing what you say you will (without good reason)
- Blaming others when things go wrong, rather than focusing on putting things right
- Not thanking or recognising colleagues, or only recognising certain colleagues
- Unfairly taking credit for something
- Putting competition and individual success over collaboration and the success of Co-op
- Acceptance of poor behaviours because the job has still been completed²⁵
- Failing to communicate and blaming each other or others when things don't go to plan
- Overly hierarchical or micromanagement behaviour or treating junior colleagues or other job roles with less respect
- Failing to report incidents or unprofessional behaviour

What Should I Do if I Witness the Code Not Being Followed?

We're creating a culture where we all take responsibility for our own behaviour, as well as calling out the poor behaviour of others. We all have an important role to play: this isn't just the role of managers and leaders.

We encourage informal resolution at every opportunity and to nip matters in the bud first before they become bigger. Whenever possible, if you see or hear poor or questionable behaviour, speak to the person directly to raise the issue. It's not always easy to do this, and it takes bravery, but if you fear seeming confrontational, here are some tips:

- Pause and buy some time - 'Can you repeat that?/I'm not sure I heard you correctly/Can you explain what you mean by that/I'm not sure how I feel about that...' If you are in a group, this also gives others the opportunity to step in as well - often others are waiting for someone to make the first move in calling it out.

- If it's a joke that's offensive - don't laugh - instead simply say something like 'I don't get it' or 'that's not funny'. Making people repeat or explain something may be enough for the behaviour to stop.

- If it's not directed to you, but it's still inappropriate or offensive, remember that it's a lot easier for you to call it out than it is for the person on the receiving end of it. You aren't trying to speak for them or 'saving' them, it's the right thing to do to call it out, not necessarily for them, but simply because it was wrong. You could also say something like 'I don't think you would say that if X person was in the room'.

- If you think the person didn't intend to cause distress, reflect that in your conversation to deflect some of the person's defensiveness when giving them the feedback - 'I'm sure you didn't mean to offend me/talk over me/ be inappropriate... but I wasn't comfortable/I felt... when you said/did X...' However, don't make excuses for them if you think the situation was intentional or done with malice.

- It's not too late if you didn't address it in the moment - so don't feel that if you didn't react at the time you can't do anything. Sometimes it's actually better to reflect and you can prepare what you want to say to that person, and take out some of the emotion.

- If you feel uncomfortable calling something out, because it's something that in the past you would have laughed along with, or turned a blind eye to, it's so important to call it out. We're all learning, we all can change, and the way we behaved previously doesn't dictate the way we behave moving forwards.

If you don't feel you can call it out with the person directly, particularly if the issue is more serious, speak to your line manager, D&I champion or Union Rep. If that's not appropriate you can contact the BHD line. This provides colleagues with confidential advice on how to deal with bullying, harassment, discrimination, disability, or reasonable adjustments and as well as a process for referring issues for investigation by ERS. The BHD line can be contacted on **0800 640 9088** or BHD@healthassured.co.uk Monday-Friday 09:00-20:00 Saturday-Sunday 09:00-18:00

If you require confidential emotional support, Telus Health (previously Lifeworks) is able to help you. Call **0800 069 8854** (UK freephone) 24/7, 365 days of the year to speak to a trained advisor.

See also

<https://colleagues.coop.co.uk/bullying-policy>

<https://colleagues.coop.co.uk/whistleblowing-policy>

What Happens if the All Colleague Code is Not Followed?

What Happens if the All Colleague Code is Not Being Followed?

We know that this is the first time we've really been clear about the important behaviours that we all need to display to create a fairer workplace. It's important that we all take time to think about what this means to us, for both our own behaviour and our expectations of the behaviour of others.

This isn't about what might have happened in the past. It's an opportunity to reset and draw a line in the sand around behaviour that might have happened previously so that, moving forward, the expectations are clear.

We know some of these behaviours might take a little bit of time to get used to, and we know initially colleagues may not be aware of the impact their behaviour has on other colleagues, so we'll take this into consideration for any incidents that occur, and ER Services²⁶ will support managers with these conversations. In some cases, support and education might be more appropriate than a disciplinary sanction.

Any potential Colleague Code violations will be taken seriously and may, after investigation, lead to disciplinary action if the severity and circumstances warrant this, (see our disciplinary policy²⁷ and our Bullying, Harassment and Discrimination policy²⁸).

Glossary

- ¹ Our vision is to 'Co-operate for a Fairer World' and we'll only achieve it if we tackle the issue of racism head on. We have a zero tolerance policy on it. But we need to go further. The act of not being racist, is not enough. So, I'm crystal clear that we're Anti-Racist. That means that we'll work to rid ourselves of the inequalities that currently exist in our organisation. And when we see racism happening we won't stand by. We'll speak out against it.
- We're going to commit our whole business to making this change happen. The hard work starts now in delivering on our commitments. They're not on the side, or nice to have. Our vision depends on our ability to deliver them. We will all need to work together, in big ways and small, to deliver on these commitments and make the world a fairer place. I know we can achieve it together.
- Steve Murrells
- ² To work towards social justice, we recognise that some of our colleagues have different starting points in life, which is why we take action to fix things that aren't fair.
- Our ambition is to empower colleagues to define and realise their own version of success, regardless of their starting point in life. We'll do this by actively reaching out to those individuals who are furthest from the workplace, removing barriers and supporting them to both get in and get on.
- To be successful in our ambition, we all have a role to support by speaking out and challenging discriminatory thinking or actions and holding the business to account.
- ³ We said that we would create a Co-op where:
- We focus on 'Co-operating for a Fairer World' in all we do
 - We remove hierarchy and enable teams to work flexibly and in a multi-disciplinary way
 - Our leadership is more about supporting than directing and our ways of being Co-op guide the way we behave with each other
 - We encourage experimentation and adapt on the go without being bogged down by an unnecessary need to over plan
 - We trust colleagues to exercise judgement in how they deliver their work and achieve our vision
 - We place decision making as close to our customers and members as we can
 - We are open about information and make it easy for colleagues to find out what they need to do great work
 - Colleagues can easily contribute outside of their core role and can flexibly build their career based on their talents and passions
- ⁴ The spirit of friendship and trust that can exist between people who spend lots of time together.
- ⁵ Additional learning resources
- Leadfest - Having difficult conversations virtually (playlist)**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004683148861
- Leadfest - It starts with me episode 3 - How to have meaningful conversations remotely (podcast)**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004683148382
- Stores - Coaching and honest conversations (eLearning)**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId=300005664238817
- ⁶ <https://colleagues.coop.co.uk/diversity-policy>
- ⁷ Additional Learning Resources:
- Speaking up - Leadership Behaviour Hub**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300003832081204
- Speaking up**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300003722340527
- Speaking up - Leadershift (playlist)**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300005627202892
- Leadfest - Speaking up with peers and line manager (playlist)**
https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deepink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004675971403
- ⁸ Describes everyday behaviour (verbal or non-verbal) that communicates negative or hostile attitudes towards a group, either intentionally or unintentionally, particularly culturally marginalised groups.
- Examples:
- Calling women by seemingly endearing names (sweetheart/love) - it's often not appreciated, and many women find it offensive
 - Assuming women will make the drinks in a meeting or undertake the admin duties
 - Meeting a male and female colleague and assuming the male is the more senior
 - Touching others (usually women) without their consent - even if you perceive this to be harmless (touching their shoulder or hand on the small of their back when walking past)
 - Speaking on behalf of, or patronising behaviour around disabled colleagues
 - "I'm not homophobic - I have lots of gay friends" Meaning - I could never be homophobic because I have gay friends
- "I have a Black friend - I should introduce you" Meaning - assumption that two people connected purely by race will have lots in common and want to connect with each other
 - "Where are you really from?" Meaning - continuing to probe someone if they have said they are British, assuming someone cannot be British if they are non-white
 - "Is that your real hair?" Meaning - hair means something different to each of us, but Black hair has a unique history - it's often been used to oppress in the past
 - "You are so articulate/intelligent" Meaning - you expected this person, because of a minority characteristic, to be less articulate/intelligent
- ⁹ When you have a pressurised job, banter can be a coping mechanism, but when these behaviours lead us to be harsh towards others or makes them the brunt of the joke, and this goes unchallenged, it's harder to build an inclusive culture.
- At its best, banter is playful conversation, and is fun for everyone involved. It can increase a sense of togetherness with colleagues, as well as making difficult times easier.
- However, it's no longer appropriate banter when:
1. Someone has asked you to stop (even if you didn't mean it offensively)
 2. It focuses on someone's insecurity or marginalised identity
 3. It's hurtful/you would be upset if someone said it to you
- ¹⁰ This could be verbal (e.g. shouting) or non-verbal behaviour, such as aggressive hand gestures or body language that intimidates others. Invasion of personal space or persistent staring.
- ¹¹ This could be either intentionally or unintentionally - and often it's because you've made an assumption around what someone would or wouldn't want. Make sure you consider colleagues on maternity leave, sickness and other absence from the business as part of this.
- Some examples include excluding people from group WhatsApp chats if they are off sick and you have assumed they wouldn't want to be involved. Or not inviting women in the team to a sporting event because you don't think they would be interested. Or not inviting colleagues who don't drink alcohol to a social event after work. Don't assume - always ask.
- ¹² For example:
- repeatedly asking a colleague out (romantically/socially) if they have said no
 - asking a colleague to hide or cover up an error
- ¹³ It can be uncomfortable if someone you have a good relationship with or think positively of, says something inappropriate, and the instinct can be to disregard it to avoid tension or conflict. You might justify it - that overall their positive traits outweigh the negative, you might hope it's a one off, or that by ignoring it you are showing you aren't happy with it. Or perhaps you've ignored it in the past and you are worried it will be strange to call it out now.
- It takes bravery and courage to speak to that person about their behaviour, but it's always the right thing to do.
- ¹⁴ <https://colleagues.coop.co.uk/benefits>
- ¹⁵ If you think a colleague is being overlooked, or is struggling to have a voice, here is something you can say to be a great ally:
- "I notice X hasn't had an opportunity to speak, I'd love to hear from them"
- Or if someone else is taking credit for an idea someone else made:
- "That's a great point - very similar point to the one X was making earlier"
- ¹⁶ Safer Colleagues Safer Communities:
- We're doing all we can to help colleagues in our shops feel safer. It's important all colleagues know that violence and abuse is not part of the job. But it is part of the job to report it. So, all colleagues should know how to access the MySafety system to report all crimes as and when they happen. You'll be automatically credited back hours for the time it takes you to complete the report. All colleagues should also know that they should not challenge a shoplifter or put themselves in any situation that could put them in harm's way. There are customer service tips that can deter shoplifters, and colleagues can refer back to the safety training module for tips on how to do this. Please make sure every incident of violence, abuse, shoplifting, etc., is reported on MySafety and with the police if necessary. The data we get through this not only helps us get you the support you need, but it also helps power our campaign with the government and media. We're doing all we can to make this as easy as possible and to ensure that you're credited back hours for time taken to do it.

Glossary continued

¹⁷ For example, continuing to mispronounce the names of people having been corrected multiple times. It shows you are not willing to listen closely and pronounce a non-English based name. Or, mis-gendering colleagues who are transgender or non-binary. Using the right name for someone, using the right pronouns is a key way to respect someone's identity.

¹⁸ For example, assuming that someone who doesn't drink alcohol won't want to join a group after work socialising, or assuming that an older person won't understand social media.
Or describing someone who might have a neurodiverse condition (e.g. Autism/Dyslexia) as odd and writing them off and assuming they won't add value.

¹⁹ If someone behaviours inappropriately towards you, try to stay calm and not rise to it. Where possible, discussing this with them in a non-confrontational way once they have calmed down is likely to be more productive. That's not to say you should tolerate unacceptable behaviour, but retaliating is likely to escalate the conflict rather than put an end to it.

²⁰ It takes courage for someone to raise wellbeing issues. No one expects you to have all the answers, but it's important to take time out to listen and support if someone is struggling.
Many people issues escalate because they haven't been dealt with at the earliest opportunity. Take the time to deal with people related issues quickly and take steps to resolve issues right first time, to prevent challenges later on down the line. Speak to ER Services for further advice.

²¹ We said that we would create a Co-op where:

- We focus on 'Co-operating for a Fairer World' in all we do
- We remove hierarchy and enable teams to work flexibly and in a multi-disciplinary way
- Our leadership is more about supporting than directing and our ways of being Co-op guide the way we behave with each other
- We encourage experimentation and adapt on the go without being bogged down by an unnecessary need to over plan
- We trust colleagues to exercise judgement in how they deliver their work and achieve our vision
- We place decision making as close to our customers and members as we can
- We are open about information and make it easy for colleagues to find out what they need to do great work
- Colleagues can easily contribute outside of their core role and can flexibly build their career based on their talents and passions

Additional learning resources

The 7 keys to creative collaboration (video)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300003832081204

Leadfest - Series 2 - Ep 3 Uncomfortable Collaboration (podcast)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300005273682527

Core Leader - Collaboration and Cohesion

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300006546491196

Leadfest - Collaboration and Cohesion (playlist)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004675971638

²² Psychological safety is about creating an environment where everyone feels safe to "be yourself always", take risks, make mistakes, be inclusive and speak up.

Particularly consider those less senior or minority colleagues in meetings and ensure they have been made to feel comfortable, and have had the same opportunity to give their opinion and be listened to.

Additional learning resources

Personal Growth - Psychological Safety (ALG)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300007194922739

Leadershift - Psychological Safety (Playlist)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300005032783924

Leadfest - It starts with me - Psychological Safety bonus episode (podcast)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004782914013

Leadfest - Psychological Safety (playlist)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300004650383311

Personal Growth - Psychological Safety (VFL)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId%3D300006688732971

²³ <https://recognition.coop.co.uk/>

²⁴ Additional learning resources

6 Ways to encourage feedback between others

<https://www.radicalcandor.com/wp-content/uploads/2021/08/6-ways-to-Encourage-Feedback-Between-Others.pdf>

Stores - Coaching and honest conversations (eLearning)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId=300005664238817

Leadfest - Having difficult conversations virtually (Playlist)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId=300004683148861

Leadfest - It starts with me, episode 3: How to have meaningful conversations remotely (Podcast)

https://hcnq.fa.em2.oraclecloud.com:443/hcmUI/faces/deeplink?objType=WLF_LEARN_LEARNING_ITEM&action=NONE&objKey=learningItemId=300004683148382

²⁵ The behaviours used to get the job completed are just as important, if not more so, as ensuring the job gets done. We should always try to understand the reasons behind why we are doing something, and explain this to others if we know and they might not.

²⁶ ER Services - 0330 606 1001

²⁷ <https://colleagues.coop.co.uk/disciplinary-policy>

²⁸ <https://colleagues.coop.co.uk/bullying-policy>



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