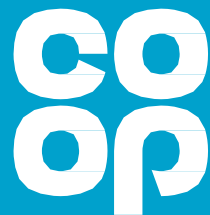


Ways Of Being Co-op - All Colleague Code



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-discriminatory 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



**We want to create
a socially just 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 collaboratively 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 camaraderie
- Having open and honest conversations
- 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 Inclusion
- Speaking 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 microaggressions or banter 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 behaviour
- 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 reason
- Pressuring others into something they are uncomfortable with
- Socially, physically or emotionally ignoring or excluding 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 resources available
- Making time to check in on colleagues
- Listening to understand others' point of view
- Supporting others to help make their voice heard
- Asking/trying to understand what colleagues want rather than thinking I know best
- Recognising my working environment might be emotionally challenging at times. 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. It's ok to make a mistake - but apologise and keep learning
- Making assumptions about other's lifestyle or interests
- Copying/mirroring poor or aggressive behaviours of others
- Not taking wellbeing concerns seriously or failing to deal with people issues promptly
- 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 collaboratively 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 safety 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 acknowledging when colleagues have done a great job
- Giving meaningful feedback 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 completed
- 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 Services 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 policy](#) and our [Bullying, Harassment and Discrimination policy](#)).



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