




Shaping Energy for a Sustainable Future

CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK




Sant Adrià del Besòs, May 2021

V1.0

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

INDEX

INDEX	2
1. INTRODUCTION	4
2. MOTIVATION AND PURPOSE OF THE PROTOCOL	4
3. GENERAL PRINCIPLES.....	6
4. LEGAL REFERENCES	8
4.1 EUROPEAN REGULATIONS	8
4.2 STATE REGULATIONS.....	8
4.3 AUTONOMOUS REGULATIONS	8
4.4 OTHERS	9
5. SCOPE	9
6. DEFINITIONS	10
7. FUNCTIONS AND RESPONSABILITIES.....	10
8. PREVENTIVE ACTIONS	11
9. GUARANTEES OF THE INTERVENTION PROCEDURE	12
9.1 CONSTITUCIÓ I FUNCIONS DE LA COMISSIÓ D'INVESTIGACIÓ (CI)	13
10. INTERVENTION ACTIONS.....	14
10.1 PRELIMINARY PHASE: COMMUNICATION AND ADVICE	14
10.2 DIAGRAM OF THE INTERVENTION ACTIONS	16
11. PHASES OF INTERVENTION PROCEDURE BY THE COMMISSION OF INVESTIGATION	18
11.1 MEDIATION OR ARBITRATION IN THE INTERPERSONAL CONFLICT CASE	18
11.2 INVESTIGATION IN THE HARASSMENT, VIOLENCE AND DISCRIMINATION CASE	18
11.3 REPORT	18
11.4 RESOLUTION	19
11.5 TRACKING	20
11.6 PROCESS MONITORING	20
12. REVIEW AND PUBLICATION.....	20
BIBLIOGRAPHY REFERENCES	22
ANNEX	25

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

ANNEX I. MODEL OF COMMUNICATION FOR THE ACTIVATION OF THE INTERVENTION ACTION..... 26

ANNEX II. INFORMATION SHEETS OF CONFLICTS, HARASSMENT, VIOLENCE AND OTHER DISCRIMINATIONS THAT MAY OCCUR IN THE WORK ENVIRONMENT 28

Conflicts 28


Psychological harassment..... 29

Workplace violence 31

Sexual and gender-based harassment..... 31

Other discriminations..... 33

ANNEX III. REFERENCE PERSONNEL, HR DEPARTMENT AND MEMBERS OF THE INVESTIGATION COMMITTEE 34

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

1. INTRODUCTION

FUNDACIO INSTITUT DE RECERCA EN ENERGIA DE CATALUNYA (IREC) has been created to contribute to the goal of providing a more energy-sustainable future taking into account economic competitiveness and providing society with maximum energy security.

This contribution is made from scientific and technological development. Research requires a long-term vision to identify the energy challenges of the future. But the Institute is also working on practical research that allows companies to implement more immediate innovative solutions.

This protocol aims to be an instrument that allows IREC to guarantee the rights of all working personnel in matters of conflict management and prevention of harassment. The Management of IREC must approve this protocol with the commitment to avoid situations that are harmful to the work environment and generate negative effects on the health, morale, confidence and self-esteem of people who are part of our organization.


2. MOTIVATION AND PURPOSE OF THE PROTOCOL

Unfortunately, the use of violence to resolve conflicts is a reality of life today. It should be noted that in the workplace situations of violence are usually of low physical intensity (i.e. actions that result in physical aggression without serious personal injury) and psychological violence (which includes psychological harassment, sexual and discriminatory) but they can create harmful environments that affect the health and safety of working people exposed to these situations.

Aiming to put relevant, regulate and prevent these conditions that involve psychosocial hazards, Community European published the European Framework Agreement on Harassment and Violence at Work in 2007 (Commission of the European Communities [COM], 2007), in which it was already established that companies had to carry out a specific program against the psychosocial risk of violence in the workplace.

In recent years, the importance of psychosocial factors for the health of workers has been more widely recognized. Given the World Health Organization's [WHO] definition of health as "a complete state of physical, mental and social well-being, and not merely the absence of disease or infirmity" (WHO, 2014, p.1).

Following these guidelines, in order to prevent situations of violence, many companies and public institutions are developing and implementing protocols for managing conflicts or specific procedures for the management of harassment (Government of Catalonia [GenCat], 2014), for the management of sexual harassment and for reasons of sex (GenCat, 2018; Universitat Politècnica de Catalunya [UPC], 2016; Universitat Oberta de Catalunya [UOC], 2013) and for other acts of hatred and discriminations (GenCat, 2018).

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

So far, all these protocols have been developed individually, without a global reference. Therefore, it is interesting to integrate in a single protocol the management of conflicts, violence, harassment and discrimination as a way of preventing the psychosocial hazards. So the aim of this protocol is to develop an initial framework document to create a comprehensive and preventive system that serves as a tool to facilitate a part of the management of psychosocial risks, including it within the global management of the centre. This procedure provides for the preventive and intervention scope in order to improve the conditions and organization of work in the psychosocial discipline, favouring a healthy and safe environment for all working people. It should be noted that together with this document there is a need to conduct other studies in the psychosocial framework, such as psychosocial risk assessment, health promotion, among others, and which are not subject to this document.

Therefore, the two fundamental principles of prevention and action must be applied to situations that do not allow safe work spaces and working relationships based on freedom and respect between people (Figure 1).

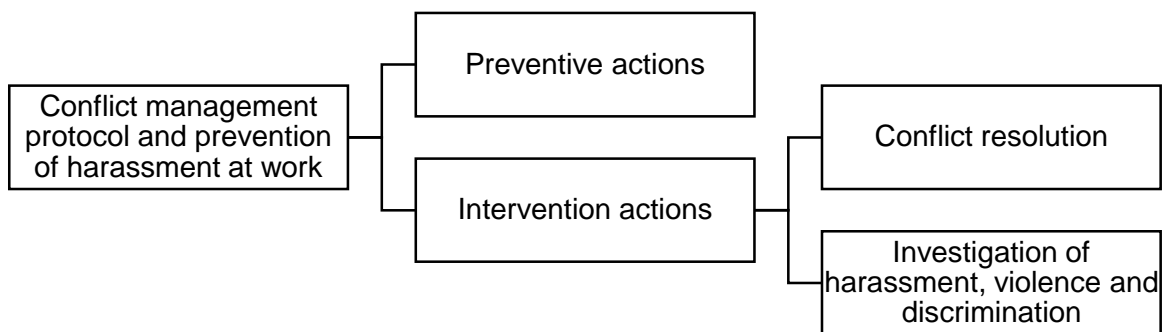



Figure 1. Conflict management and harassment prevention protocol diagram

To make these goals possible, the involvement and participation of all IREC personnel is essential.

This general document will serve as a basis for having a single way to carry out part of the necessary psychosocial management in a work environment. The protocol includes a statement of company principles specific to the psychosocial field and will promote the preventive aspect to sensitize workers through a series of actions. In the field of intervention, it evolves from a single entry of petitions or communications, to two courses of action to differentiate the block of conflict resolution, and the investigation of cases where violence, harassment and other discrimination are included, but without performing, within the scope of this document, specific protocols for each of these points. In addition, a model statement is made to facilitate the drafting and individual sheets informing about the definitions of this procedure (Annex I and Annex II, respectively). It should be borne in mind that the effective communication of this protocol and the support of those affected must be basic pillars for the document to be useful, effective and integrated into the company's preventive action plan.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

The two situations of action contemplated by the protocol must be managed in an effective and agile way and will depend on the nature of the facts communicated by the personnel:

- Situations related to conflict resolution.
- Situations related to the investigation of cases of harassment, violence and discrimination.

The necessary action in the two previous cases to assess the situation, based on the facts set out, obligates all affected personnel to accept this protocol guaranteeing non-discrimination and confidentiality in any situation. It also presents an institutional commitment to the total eradication of any violent behaviour, harassment and discrimination guaranteeing the health of people who suffer from these situations, following the line of zero tolerance.


The protocol also determines the actions and responsibilities of the bodies that must intervene in the resolution of these situations and ensures the plurality of interventions to ensure adequate technical treatment in the assessment of each of the actions, while respecting the most appropriate methodology, in accordance with the statement of the general principles of the protocol developed below.

3. GENERAL PRINCIPLES

The general principles that must inspire preventive action at IREC are set out in Article 14 of Law 31/1995 on the prevention of occupational hazards on the right to protection against occupational hazards. In addition, in article 1 of Royal Decree 39/1997 approving the Regulation of prevention services, establishes that the prevention of occupational risks, as an action to be developed, must be integrated into the general management system, both in the technical processes, in the organization of work and in the conditions in which this work is carried out, and in the hierarchical line of the company, including all levels.

Psychosocial factors are those aspects of design, organization, work management and their social environment present in all work environments. Psychosocial risks are the negative psychological, physical and social consequences that result from deficiency in the design, organization and management of work. According to the European Agency for Safety and Health at Work (OSHA-EU), some examples of working conditions that involve psychosocial hazards are:

- Excessive workload.
- Contradictory demands and lack of clarity of the functions of the workplace.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Lack of participation in decision-making that affects the personnel and lack of influence in the way the work should be done.
- Deficient management of organizational changes.
- Ineffective communication.
- Insecurity at work.
- Lack of support from Management or colleagues.
- Psychological and sexual harassment.
- Violence.


IREC must take preventive measures to assess and control psychosocial risk factors that suppose a risk to the health of its personnel, for example, interpersonal conflicts, among others. Everyone has the right to be treated with dignity and respect, therefore, violence at work, harassment and other forms of discrimination violate this fundamental right. IREC will not tolerate these actions, rejects any practice of this type in the field of labour activities and will provide the necessary preventive means to prevent their occurrence.

Any conduct of this nature can be considered as a very serious misconduct, regardless of that established by criminal law, leading to disciplinary sanctions.

This procedure aims to provide negotiated, preventive and comprehensive solutions of an internal nature to the company. Awareness, information, training, active participation and transparency are key elements of this protocol, as well as intervention and research in those cases that could not be avoided. Always respecting the principles of institutional loyalty, fairness, confidentiality, celerity and non-discrimination by reason of race, sex, religion, language, opinion, place of birth or neighbourhood, age, any other condition or personal or social circumstance.

The team of human resources (HR) and occupational risk prevention (ORP), together with the Health and Safety Committee (HSC), will have to draw conclusions from the research processes involved, taking into account the assessment carried out by the External Prevention Service (EPS) and by the Health Surveillance Service (EPS - HSS). These considerations will be useful to make continuous improvements of this procedure and of the general preventive field, guaranteeing the principle of excellence. The internal actions will be impartial and with guarantees, offering measures of correction and proposals of solution that Management of the centre will have to approve.

It should be noted that, in order to ensure the protection of all parties involved, when at the end of the investigation process it is determined that, intentionally and in bad faith, the data provided or the testimonies are false, Management may initiate the corresponding disciplinary proceedings against people who have initiated or participated

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

in the development of the procedure. Likewise, assistance, protection and rehabilitation are guaranteed to those people affected by cases of violence, harassment and other types of discrimination in the workplace.

4. LEGAL REFERENCES

4.1 EUROPEAN REGULATIONS


- Directive 89/391/EEC. Framework directive on safety and health at work.
- European Framework agreement on harassment and violence at work. November 8, 2007.
- European Parliament resolution on measures to prevent and combat mobbing and sexual harassment at the workplace. September 11, 2018.
- Directive 2006/54/EC. Implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation.

4.2 STATE REGULATIONS

- Spanish Constitution (CE).
- Law 31/1995 on the Prevention of Occupational Risks (LPRL).
- Royal Decree 39/1997 of the Regulation of prevention services.
- Royal Legislative Decree 2/2015 of the Workers' Statute.
- Royal Legislative Decree 5/2015 of the Law on the Basic Statute of Public Workers.
- Royal Legislative Decree 5/2000 of the Law on Infractions and Sanctions of the Social Order (LISOS).
- Organic Law 10/1995 of the Penal Code (CP).
- Organic Law 3/2007 for the Effective Equality of Women and Men.

4.3 AUTONOMOUS REGULATIONS

- Law 17/2015 for the Effective Equality of Women and Men.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Law 11/2014, of 10 October, to guarantee the rights of lesbians, gays, bisexuals, transgender and intersex people and to eradicate homophobia, biphobia and transphobia.

4.4 OTHERS


- NTP 489: Violence in the workplace.
- NTP 854. Psychological harassment at work: definition.
- CT 69/2009: Psychological harassment at work (APT).
- NTP 891 and 892. Procedure for the autonomous resolution of conflicts of labour violence (I and II).
- NTP 1056. PRIMA-EF. European framework for psychosocial risk management.
- NTP 1096 and 1097. Leadership, conflicts and working conditions (I and II).

5. SCOPE

This protocol aims to protect people who provide services to IREC, therefore, it applies to all IREC employees and also to any person who, even if dependent on a third party, carry out activities at IREC, i.e. internal and external staff linked to the entity (contracts and subcontracts, personnel of the Coordination of Business Activities (BAC), staff of Temporary Work Companies (TWC), researchers, students, volunteers, etc.).

In any case, the scope of application of this protocol contemplates the situations produced in the work centre/s or those directly related to the work, as they can be, activities organized by the company or labour trips. Situations produced in external areas, even if they are interpersonal conflicts between workers, cannot be considered internally within this protocol but it is not exclusive of the external judicial route.

In accordance with the obligations of BAC, when there is an alleged conflict between IREC personnel and staff of a contracted external company, there will be reciprocal communication of the case so that each party applies the respective procedure and executes the corrective measures it considers more convenient. In the event that the conflict develops between personnel of the external company or external companies, even if it is in the facilities of IREC, this protocol would not be applicable.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

6. DEFINITIONS


- Labour conflict: is a process in which the parties involved perceive an incompatibility between them due, for example, to conflicting interests or values, within a relationship of interdependence in the workplace. (several authors).
- Occupational violence: any action, incident or behaviour beyond reason in which a person is assaulted, threatened, humiliated or injured as a direct consequence of their work. (Mejías et al., 2011).
- Moral or psychological harassment (mobbing): all behaviour, systematic and prolonged, not desired by the worker whose goal or consequence is to attack their dignity and create an intimidating, humiliating or offensive environment. (Gala, 2019).
- Sexual harassment: the situation in which any unwanted verbal, non-verbal or physical behaviour of a sexual nature that has as its objective or produces the effect of attacking the dignity of a person or creating an intimidating, hostile, degrading, humiliating, offensive or annoying environment. (UPC, 2016).
- Gender-based harassment: an undesired behaviour related to the sex of a person on the occasion of access to paid employment, promotion in the workplace, employment or training, which has as its purpose or produce the effect of attacking a person's dignity or creating an intimidating, hostile, degrading, humiliating, offensive or annoying environment. (Gala, 2019).
- Discrimination: all unwanted conduct related to racial or ethnic origin, religion or belief, disability, age or sexual orientation of a person, which has the aim or consequence of violating their dignity and creating an intimidating, humiliating or offensive environment. (Mejías et al., 2011).

Annex II expands on definitions and/or presents examples of conflict, psychological harassment, workplace violence, sexual and gender-based harassment, as well as other possible discrimination that may occur in the workplace.

7. FUNCTIONS AND RESPONSABILITIES

All IREC Community have the right to fair treatment, information and training, to request assistance and to communicate any facts. Also have an obligation to respect others, resolve conflicts civilly, inform his/her superiors and follow instructions and cooperate in any situation.

The Management of the centre must guarantee the rights of the entire IREC Community, ensure that everyone knows their functions, rights and obligations, inform themselves

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

and take interest in the cases, as well as establish the implementation of the measures proposed, depending on the case.


Group leaders should be alert to possible conflicts within their team, listen to all parties involved, and take the necessary actions. In those unresolved conflicts, they should contact the reference people and Management, follow their instructions and cooperate with the Commission of Investigation (CI) and Management.

HR, ORP, HSC and / or EPS specialists must advise the centre, draw up specific procedures, intervene when necessary and receive and assist all personnel.

8. PREVENTIVE ACTIONS

IREC must promote preventive actions within its competencies such as those described below (without being exclusive) to reduce or eliminate the factors that may favour situations of psychosocial risk and/or interpersonal conflicts and raising workers' awareness:

- Communicate and spread the conflict management protocol and prevention of harassment at work via the intranet as part of the welcome pack so that all personnel have it available at any time.
- Inform the new staff of the protocol during the initial information session on the risks of the workplace.
- Plan and carry out mandatory psychosocial risk training, harassment and interpersonal conflicts for all personnel.
- Plan and carry out specific training in communication, mediation, research and advice by the staff of human resources, prevention and the Commission of Investigation.
- Plan and carry out specific training for the reference person in relation to protocol management and gender equality.
- Update the psychosocial risk assessment when the proposed measures have been implemented or when working conditions have changed, at least every 3 years.
- Conduct an annual follow-up meeting with human resources staff (HR), occupational risk prevention (ORP), Commission of Investigation (CI) and Health and Safety Committee (HSC) to communicate the number of cases, types of situations, corrective and/or disciplinary measures and establish new preventive measures and/or new intervention mechanisms if considered appropriate by updating this protocol.


	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Update the equality plan and code of ethics when deemed necessary.
- Application of the specific health surveillance protocol for psychosocial risk.

9. GUARANTEES OF THE INTERVENTION PROCEDURE

During the phases of the intervention procedure, the following guarantees will be met:

- Respect and protection of people: will proceed with the necessary discretion to protect the privacy and dignity of all the people concerned. The actions will be carried out with the utmost caution and with due respect for all personnel affected, who will in no case receive unfavourable treatment for this reason.
- Confidentiality: people involved in the procedure will have the obligation to maintain strict confidentiality and reservation, and will not have to transmit or disclose information on the content of the cases presented, resolved or in the process of investigation of which they have knowledge. Therefore, from the moment the procedure is initiated, identification codes will be assigned, both to the person presenting the communication and to the alleged person accused of carrying it out, thus preserving their identity.
- Diligence and celerity: investigation and resolution on the exposed fact will have to be realized with professionalism, diligence and without unjustified delays, so that the procedure can be completed in the shortest possible time, always respecting the guarantees.
- Impartiality and contradiction: procedure will guarantee an impartial hearing and fair treatment for all affected people. The personnel involved in the procedure will act in good faith in the search for the truth and the clarification of the facts stated.
- Right to information: all the people involved have the right to information about the procedure, about which phase is being developed, and according to the characteristic of participation, of the result of the phases or end.
- Protection of the alleged person: if during the procedure and until the closure there are indications of violence, harassment or discrimination, people in charge of the investigation (EC) may propose to the centre's Management the adoption of precautionary measures, for example, a change of workplace, reorganisation of working time, paid leave, etc. These measures must not lead to an improvement in the working and/or salary conditions of the alleged person and must be accepted by him/her.
- Collaboration: all the people who are summoned in the course of the procedure have the duty to get involved and to collaborate.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Prohibition of retaliation: any type of action that may involve retaliation against people who make a statement, appear as witnesses or participate in an investigation is expressly prohibited. Any action in this sense will be considered a reason for opening a disciplinary record. Only the results of the facts investigated and proven must be included in the personal files.
- Restitution of rights: those affected by the intervention procedures will have the right to be reinstated to the working conditions in which they were before the events, if these conditions have been modified. As long as their personal preference is respected. The right to health protection will also be guaranteed and psychological help will be recommended where necessary.
- Health surveillance: people suffering from a situation of interpersonal conflict with health effects can request care, guidance and medical report of health department of the Prevention Service. If there is damage to health that results in sick leave and the link between the conflict situation and the person's sick leave is found, this sick leave must be considered as work accident.
- False communications: claims made that are proved to be intentionally false may be subject to disciplinary measures.

9.1 CONSTITUCIÓ I FUNCIONS DE LA COMISSIÓ D'INVESTIGACIÓ (CI)


The Commission of Investigation (CI) is composed of:

- 2 representatives of Works Council (WC)
- 1 representative of Occupational Safety and Health (OSH)
- 1 representative of Human Resources
- 1 representative of Management

The worker may not agree with a member of the CI and must communicate and justify it before the first interview in order to replace the person if considered appropriate and whenever possible.

In the event that any member of the CI is involved in the situation communicated or affected by a relationship of kinship, affection, friendship or manifest enmity, immediate superiority or hierarchical subordination, or by any other type of direct relationship, which may cast doubt of its objectivity and impartiality, it will be automatically invalidated to be part of this specific process. If it is the communicator of the situation (affected person) or the accused person, he/she will be invalidated to intervene in any other procedure until the resolution of the case.

The Commission of Investigation' functions are:

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Receive and have the model of the communiqué for the activation of the protocol in the cases that are considered.
- Carry out the investigations that are considered appropriate in relation to the communicated facts, having the necessary means to carry it out.
- Attend and support the affected people throughout the process.
- Hold the meetings and interviews that are considered necessary with the people affected and possible witnesses.
- To propose to Management, from the beginning of the process, the adoption of the precautionary measures considered necessary to protect the people affected.
- Provide the Management with a binding report on the conclusions of the intervention with proposals measures to be adopted.
- Report annually to the HSC on the actions carried out.

10. INTERVENTION ACTIONS


10.1 PRELIMINARY PHASE: COMMUNICATION AND ADVICE

To address the management of the different cases, the personnel must communicate the problem/fact/incident using the communication form for the activation of the protocol (Annex I) or verbally to the reference person, who is trained in the matter and will inform, advise and accompany you throughout the process. The reference personnel are:

- 2 representatives of Works Council
- 1 representative of Occupational Safety and Health (OSH)
- 1 representative of Human Resources

In any case, the worker can go to other channels established at IREC such as HR, HSC, WC, Health Surveillance Service (EPS - HSS), etc. who will advise and inform the reference personnel.

An initial assessment will be made with a first interview with the worker, by the reference personnel (at least two people), of the situation exposed by the person communicating, in order to carry out an early intervention, assess the situation and define a proposal for intervention.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

If it is considered an extra- labour problem, the closure of the case will be communicated in writing and the people of reference will advise, within their limitations, the worker of the possible ways outside the work field, judicial route, social services, etc.

The worker must sign the communication form for the activation of the protocol in order to give his consent to the actions to be carried out during the process for the analysis and management of the case.

When the statement model is signed reference personnel convene the CI directly. The forms filled in anonymously will be evaluated by all the personnel of the Investigation Commission (CI) and only those cases considered very serious will be investigated.

Depending on the severity of the case, all the reference people with the CI may activate the intervention. A majority of 80% of the CI members will be required to carry out the activation ex officio. A case can be considered punishable without the completion of the investigation phase and the case will be referred to apply the sanction deemed appropriate with a majority of 80% of the CI members.

In the event that any worker decides to submit the communication form for activation, but has not been initiated by the person affected, the reference staff must contact the person affected and request their approval.


The employee has free capacity to decide whether or not to continue the process at any time, a situation that must be communicated in writing to the people of reference, or to the CI, depending on the stage of the case.

All members involved in any of the situations will guarantee non-discrimination and confidentiality of the data and information obtained throughout the process.

Any internal intervention is not exempt from administrative (labour inspection) and/or judicial (social lawsuits, criminal charges) actions.

All actions and documentation carried out from the moment of the presentation of the communiqué by the affected person (previous phase), as well as the evidence provided by him/her, will be archived in a file of the case that will be the responsibility of HR Department.

The department will contact and coordinate with the External Prevention Service (EPS) the actions and recommendations necessary to reduce, control or eliminate the risk. These actions will focus on assessing or re-evaluating the risk factors of design, organization, work management and their social environment, applying the corrective and/or preventive measures obtained in the study, while monitoring the health of people exposed to these factors through specific health surveillance, in this case, through the health protocol of psychosocial risk (EPS - HSS). Management and HSC will always be informed.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

The Human Resources Department must draw up a final report that includes the identification of the person reporting the facts, a summary of this communication and the background of the case, the facts proven by means of the actions taken, as well as the conclusions of the case, including, if appropriate, the preventive and/or corrective measures to be applied. This report will be provided to the reporting person and to the Investigation Commission (CI) and a follow-up will be carried out to verify the application of the proposed measures. During this follow-up, the adoption of other measures that may promote continuous improvement in the field of psychosocial risks at the general level of the organisation will also be assessed.

In the event that the intervention action is not activated due to a lack of grounds in the communication made, the person communicating the case will be informed in writing of the reasons for the non-admission, and a documentary record will be kept of the case being achieved. The decision of non-activation will be assessed by at least two people of reference in order to avoid an individual resolution, one of them representing the workers.

10.2 DIAGRAM OF THE INTERVENTION ACTIONS

The different types of intervention actions are presented below using a diagram (Figure 2).

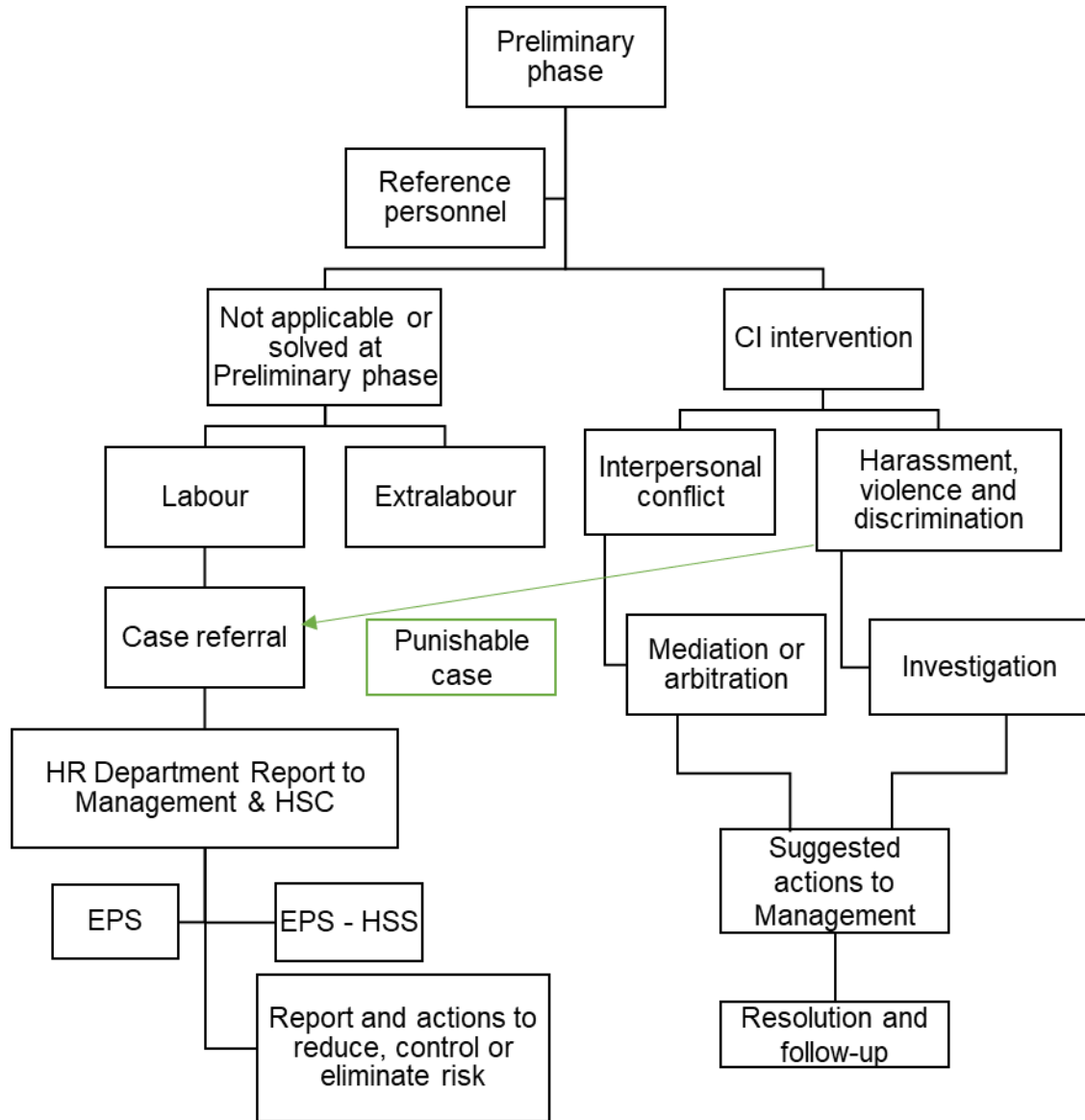



Figure 2. Intervention actions diagram

Annex III contains the list of IREC staff performing the tasks of reference personnel, the HR department and the CI.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

11. PHASES OF INTERVENTION PROCEDURE BY THE COMMISSION OF INVESTIGATION

11.1 MEDIATION OR ARBITRATION IN THE INTERPERSONAL CONFLICT CASE

If it is considered to be a case of conflict, an initial mediation will be carried out by the Investigation Committee, with the possibility of contacting the person in charge of the area or group involved (as long as he/she is not an implicated party), in order to try to resolve the reported event, which must always be documented and filed.

If after this initial mediation the conflict is not resolved and it is not considered to be harassment, violence or discrimination, the EPS will be contacted to carry out an external arbitration. All the documentation will also be filed once the case is concluded.

11.2 INVESTIGATION IN THE HARASSMENT, VIOLENCE AND DISCRIMINATION CASE

The aim of this phase is to thoroughly investigate the facts in order to issue a binding report on whether or not a situation of violence, harassment or discrimination exists, as well as to propose and recommend intervention measures.


11.3 REPORT

A report will be made in both the mediation and the investigation case.

The report must include at least the following information:

- Identify the person(s) affected by the case.
- Background of the case, the communication and the facts presented.
- Other actions: tests, summary of the actions carried out. When interviews have been conducted with witnesses, the summary of these facts should not indicate who gave the explanations, in order to guarantee confidentiality, but only whether or not the reality of the investigated facts has been established.
- Conclusions.
- Proposal of corrective measures.
- Nominal list of people who have participated in the analysis of the situation and in the preparation of the report.

During the drafting of the report, possible aggravating circumstances must be taken into account, such as:

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- The presumed person involved in the reported event is a repeat offender in the commission of acts of conflict situations (they must have been proven previously).
- If there is more than one person affected in the same case even if not all have reported it.
- If intimidating or retaliatory behaviour is demonstrated by the alleged person involved in the reported act.
- If the alleged party involved in the reported event has the power of decision with respect to the employment relationship of the person who has made the communication.
- If the person who made the statement has any type of disability.
- If the physical or psychological condition of the person who made the statement has suffered serious alterations (accredited by medical staff).
- If there is evidence of pressure or coercion to the person reporting the event, witnesses or any person in their work or family environment, with the intention of avoiding or prejudicing the analysis being carried out.


During this phase, the Committee of Investigation is responsible for the management and custody, always guaranteeing the confidentiality, of the set of documents generated in this phase. The company must make available to the CI the means necessary to make effective the storage of the documentation generated.

The report of the Committee of Investigation must be proposed to the Management of the company so that it issues the resolution it deems most appropriate for each case.

11.4 RESOLUTION

The Management of the centre must issue a resolution of the case taking into account the binding report prepared by the Committee of Investigation. The possible situations that can occur are:

- If there is sufficiently proven evidence of the existence of a situation of conflict or of harassment, violence or discrimination, the established measures must be applied (these may be of an organizational nature, such as a change of workplace or work centre, etc.). If the proven situation is one of harassment, violence or discrimination, a disciplinary procedure may be initiated (the offence and the level of the sanction must be stated).
- There is not sufficiently proven evidence of the existence of a situation of conflict or harassment, violence or discrimination, so the case must be filed.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

The resolution document must include the identification data of the person communicating and the presumption involved in the communicated fact, the cause / s that caused the communication and the facts established. As well as the term of application of the measures according to the level of gravity of the analysed case. A copy of this resolution must be sent to both persons involved.

If, based on the analysis carried out, it is found that an offence other than the aforementioned situations has been committed, and that it is classified in the current regulations (for example, a false communication made intentionally and in bad faith), the appropriate disciplinary proceedings must be opened.

In the event that the Management of the company does not accept the proposal of the Committee of Investigation or some points of this, it will have to give detailed explanations to fulfil with the rights of consultation and participation of the workers established in the article n. 33 of the LPRL.

11.5 TRACKING


The Investigation Committee must carry out continuous monitoring, defined in the resolution, of the measures proposed, accepted and communicated by the centre's Management to those affected in order to verify that they have been complied with and to safeguard the principle of non-discrimination or reprisals. In any case, a review of the employment situation of the person who has submitted the report must always be carried out.



11.6 PROCESS MONITORING

Reference personnel will always be available to inform those affected of the phase in which the process is located. Initially, except in serious cases, no constant communication is provided on the status of the process, except at the request of one of the parties involved.


12. REVIEW AND PUBLICATION

This protocol will be reviewed at least annually. The protocol and subsequent modifications will be published on the IREC Intranet.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01


CONTROL PANEL		
Elaborated	Revised	Approved
		
Begoña Mediano OSH technician	Lucile Bernadet Works Council	Jaume Marfà Management

CHANGE CONTROL		
VERSION	APPROVAL DATE	CHANGE DESCRIPTION
01		Document creation

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

BIBLIOGRAPHY REFERENCES

- European Agency for Safety and Health at Work [OSHA-EU] (1994-2019). *Psychosocial risks and stress at work*. Recovered from <https://osha.europa.eu/es/themes/psychosocial-risks-and-stress>
- Arquer, M. I., Daza, F. y Nogareda, C. (1995). *Ambiguity and role conflict*. NTP 388. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/301a400/ntp_388.pdf
- Commission of the European Communities [COM]. (2007). Communication from the Commission to the Council and the European Parliament transmitting the *European Framework Agreement on Harassment and Violence at Work*. Recovered from <https://eur-lex.europa.eu/legal-content/ES/TXT/PDF/?uri=CELEX:52007DC0686&from=ES>
- Fidalgo, M. (2005). *Burnout syndrome (I): definition and generation process*. NTP 704. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/701a750/ntp_704.pdf
- Fidalgo, M., Gallego, Y., Ferrer, R., Nogareda, C., Pérez, G. y García, R. (2009). *Psychological harassment at work: definition*. NTP 854 National Institute for Safety and Hygiene at Work [INSHT]. Recovered from <http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/821a921/854%20web.pdf>
- Gala, C. (2019). *The management of harassment in the Organizations. Elaboration of the protocol*. Universitat Autònoma de Barcelona (UAB). Session organized by the Generalitat de Catalunya.
- Generalitat de Catalunya [GenCat]. (2010). *Guide to the treatment and prevention of psychological harassment*. Recovered from https://www.diba.cat/documents/467843/96195101/Guia_+tractament_preveccio_assetjament_psicologic.pdf/a9555e49-ed7c-4386-87c1-5d269faf2dfa
- Generalitat de Catalunya [GenCat]. (2014). *Protocol for the prevention, detection, action and resolution of situations of occupational psychological harassment and other discrimination at work*. Recovered from http://politiquesdigitals.gencat.cat/web/.content/funcio_publica/documents/politiques_socials/assetjament/Protocol-assetjament-psicologic-i-altres-discriminacions.pdf
- Generalitat de Catalunya [GenCat]. (2018). *Protocol for the prevention, detection and intervention of hate speech and discrimination*. Recovered from http://xtec.gencat.cat/web/.content/centres/projeducatiu/convivencia/protocols/conductes-odi-discriminacio/documents/Protocol_8_prev-det-interv_conductes_odi_discriminacio.pdf

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

Generalitat de Catalunya [GenCat]. (2018). *Protocol for the prevention and treatment of sexual and gender-based harassment in the company*. Recovered from http://treball.gencat.cat/web/.content/13_-_consell_relacions_laborals/documents/04_-_recursos/publicacions/protocol_assetjament/Protocol-per-a-la-prevencio-i-abordatge-de-lassetjament-sexual-i-per-rao-de-sexe-a-lempresa_DEF.pdf

Law 31/1995, of November 8th, on the prevention of Occupational Risks. Official State Gazette, n. 269, of November 10th, 1995, pp. 32590 to 32611. Recovered from <https://www.boe.es/buscar/doc.php?id=BOE-A-1995-24292>

Mejías, A., Carbonell, E.J., Gimeno, M. A. y Fidalgo, M. (2011). *Procedure for the autonomous resolution of conflicts of labor violence (I)*. NTP 891. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from <http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/881a915/ntp-891%20w.pdf>

Mejías, A., Carbonell, E.J., Gimeno, M. A. y Fidalgo, M. (2011). *Procedure for the autonomous resolution of conflicts of labor violence (II)*. NTP 892. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from <http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/881a915/ntp-892%20w.pdf>

MC Mutual. *Guide for the elaboration of the protocol for resolving conflicts at work. For the prevention of violence, harassment and other inappropriate behaviors*. Recovered from <https://prevencion.mc-mutual.com/web/prevencion/visor?entryClassPk=9410986>


Moreno, B. y Báez, C. (2010). *Psychosocial Factors and Risks, forms, consequences, measures and good practices*. National Institute for Safety and Hygiene at Work [INSHT] and Universidad Autónoma de Madrid [UAM]. Recovered from <http://comisionnacional.insht.es/InshtWeb/Contenidos/Documentacion/PUBLICACIONES%20PROFESIONALES/factores%20riesgos%20psico.pdf>

Nogareda, C. (1986). *The mental load of work: definition and evaluation*. NTP 179. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/101a200/ntp_179.pdf

World Health Organization [WHO]. (2014). *Basic Documents*. Recovered from <http://apps.who.int/gb/bd/PDF/bd48/basic-documents-48th-edition-sp.pdf?ua=1#page=7>

Royal Decree 39/1997, of 17 January, approving the Regulation of Prevention Services. Official State Gazette, n. 27, of January 31st, 1997, pp. 3031 to 3045. Recovered from <https://www.boe.es/buscar/act.php?id=BOE-A-1997-1853>

Catering Services and Projects [SERVALIA]. (2017). *Action protocol for psychosocial risk factors*. Recovered from

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

https://www.servalia.org/cms/site_0001/comunicados/Protocolo_Riesgos_Psicosociales_revisado.pdf


Universitat Oberta de Catalunya [UOC]. (2013). *Protocol against sexual and gender-based harassment or sexual orientation*. Recovered from https://www.uoc.edu/portal/_resources/CA/documents/persones/protocol-contra-assetjament-sexual_ca.pdf

Universidad Politécnica de Cartagena [UPCT]. (2016). *Protocol of action for the prevention of interpersonal conflicts and workplace harassment at the Universidad Politécnica de Cartagena*. Recovered from <https://lex.upct.es/download/1c55a3bd-d6ca-4f54-8e63-808f9f62bf01>


Universitat Politècnica de Catalunya [UPC]. (2009). *Psychosocial risk and conflict management*. Recovered from https://www.upc.edu/prevencio/ca/psicosocial/arxius/psicosocial/protocol_gestio_casos.pdf

Universitat Politècnica de Catalunya [UPC]. (2016). *Protocol for action and prevention of sexual and / or gender-based harassment, sexual orientation, gender identity or gender expression at the UPC*. Recovered from <https://www.upc.edu/normatives/ca/documents/consell-de-govern/acord-num.-30-2016-pel-qual-saprova-el-protocol-dactuacio-i-prevencio-de-lassetjament-sexual-i-o-per-rao-de-sexe-orientacio-sexual-identitat-de-genero-o-expressio-de-genero-a-la-upc>

Vega, S. (2015). *PRIMA-EF: European framework for psychosocial risk management*. NTP 1056. National Institute for Safety and Hygiene at Work [INSHT]. Recovered from <http://www.insht.es/InshtWeb/Contenidos/Documentacion/ntp-1056w.pdf>


	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

ANNEX

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

ANNEX I. MODEL OF COMMUNICATION FOR THE ACTIVATION OF THE INTERVENTION ACTION

Complete name	
DNI/NIE	
e-mail	
Phone (volunteer)	
Area and Group	
Complete name of the person(s) involved	
Complete name of possible witnesses	
Description of the facts (indicating dates, duration, recurrence of the facts and everything that is considered opportune to describe the situation)	

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

Description of measures considered by the communicator that can solve the situation (voluntary)

Date	Signature

* Along with this model statement, all the documentation that the person affected deems appropriate must be attached.

ANNEX II. INFORMATION SHEETS OF CONFLICTS, HARASSMENT, VIOLENCE AND OTHER DISCRIMINATIONS THAT MAY OCCUR IN THE WORK ENVIRONMENT

Conflicts

Conflict arises from differences; however trivial they may seem. Sometimes, when people disagree about values or opinions, or when they compete for apparently incompatible objectives -although they are not always really incompatible-, they feel the other's opposition as a personal attack. Conflict is not necessarily negative, but poorly managed differences can lead to strong emotional responses and affect the health and well-being of the people involved. The escalation of these conflicts can lead to the presence of inappropriate behaviour, and can even be a causal factor or a precursor to situations of harassment and violence in the workplace.

Inappropriate conduct encompasses all acts and behaviours that are considered offensive, humiliating and that violate the right to dignified treatment of people. These behaviours can have many different manifestations of varying degrees and severity, such as: verbal abuse, intimidation, threats and humiliation, physical violence, unwanted sexual attention, or discrimination on the basis of sex, origin or other characteristics.

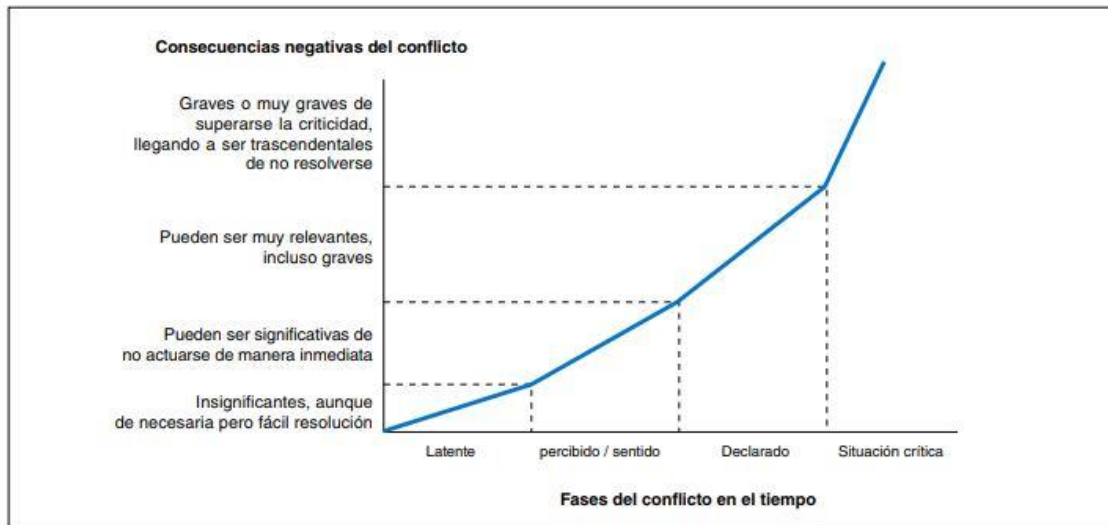



Figure 3. Phases of the conflict and its consequences

* All of the above information is based on the Workplace Conflict Resolution Protocol Development Guide. For the prevention of violence, harassment and other inappropriate behaviour (MC Mutual) and NTP 1096.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01


Psychological harassment

The different types of psychological bullying, depending on the direction of the interactions between the offender and the person who experiences them and the organisational levels affected, are as follows:

- Downward vertical harassment: pressure exerted by a person with a hierarchical superiority over one or more working people.
- Ascending vertical harassment: pressure exerted by one person or a group of people on another with hierarchical superiority.
- Horizontal harassment: pressure exerted by one person or group of people on another of the same category or work group.

This information has been extracted from the Protocol for the prevention, detection, action and resolution of situations of occupational psychological harassment and other discrimination at work (GenCat, 2014). The following list, not excluding, of harassing behaviors is based on the Guide to the Treatment and Prevention of Psychological Harassment (GenCat, 2010):


- Organizational type
 - Cancelling or restricting, on the part of the superior, the possibilities of speaking to the person and refusing to listen to them.
 - Forbidding colleagues to speak to a specific person.
 - Interrupt continuously, so that person is unable to express himself/herself.
 - Forcing a person to carry out tasks against their will.
 - To judge a person's work in an offensive way.
 - Systematically evaluate a person's work and attitude in a negative and derogatory way.
 - Discriminatory and disrespectful questioning of a person's decisions.
 - Modifying responsibilities or functions without communicating this.
 - Assigning a quantity of tasks far in excess of those assigned to other people, with unreasonable deadlines or without time to complete them.
 - Deprivation of the necessary information to do the job.
 - Discriminatory and unfair denial of requests for training related to the professional duties assigned to the person.
 - Undervaluing professional effort and merit, undervaluing it or attributing it to other factors.
 - Not assigning tasks to a person.
 - Assigning meaningless, absurd or useless tasks.
 - Assigning people tasks that are far beyond their capabilities and not inherent to their job.
 - Assigning degrading tasks.
 - Assigning, on purpose, tasks that endanger the physical integrity or health of the person.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Preventing the adoption of the necessary safety measures that need to be applied in order to carry out the job with adequate safety.
- Changing the location of a person, separating them from their companions.
- Causing expenses with the aim of harming the person economically.
- Aimed at people's social relationships
 - Restricting others from talking to a person.
 - Refusing to communicate with a person by means of looks and gestures.
 - Refusing to communicate with a person by refusing to greet them or not addressing them.
 - Approaching a person in an indirect way or through third parties.
 - Humiliating, belittling or undervaluing a person in public.
 - Treating a person as if they were invisible or did not exist.
- Aimed at people's personal and private lives
 - Insistent or permanent criticism of a person's private life.
 - Threatening, ironic or sarcastic telephone calls, writings or e-mails.
 - Making a person look stupid.
 - Making it seem that a person has mental or psychological problems.
 - Making fun of a person's limitations.
 - Imitating and making fun of a person's image, gestures, look, behaviour, etc.
 - Making fun of a person's private life.
 - Talking badly about someone else's private life.
 - Making and spreading rumours in a jocular or malicious manner.
- Aimed at people's attitudes
 - Provoking a person to emotionally decompensate them and make them explode.
 - Ridiculing a person's lifestyle.
 - Making fun of or ridiculing a person's way of being or behaving in general.

Also, it should be noted, some examples of behaviours that do not constitute harassment such as:

- Overbearing or domineering leadership styles and excessive demands on the work.
- Over- or under-delivery of work due to poor organisation.
- Insecurity derived from the activity itself or from the place where the work is carried out.
- Constructive criticisms and explicit evaluations of the work.
- A collective event of an organisational nature: elimination of overtime, changes in working hours, etc.
- A singular act: justified change of location, specific sanction, specific discussion, etc.
- Interpersonal conflicts due to the existence of groups and/or people with different and often conflicting interests and objectives.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Lack of communication attributable to the person's personality or the location of the workplace.
- Tensions and conflicts generated by the job itself.
- Rumours, gossip and informal communications that circulate throughout the organisation.
- Incompetence or lack of will to carry out a specific job.
- Professional stagnation due to a lack of professional merits or the impossibility of accessing certain promotion systems.

Workplace violence

Some of the forms of workplace violence, without any explicit purpose, included in the Guide for the treatment and prevention of psychological harassment (GenCat, 2010) are:

- Threats of physical violence.
- Ridiculing a person's lack of physical strength to defend themselves against an aggression.
- Showing off muscular strength as a provocation.
- Use of minor violence, such as, for example, breaking the physical distance of a personal relationship.
- Criticising, insulting or threatening.
- Verbal threats or intimidating gestures.


Sexual and gender-based harassment

In addition to the modalities of downward vertical, ascending vertical or horizontal harassment discussed in the previous section, which can also occur in the sexual field, there are two types of sexual harassment which are:

- Exchange harassment (o quid pro quo): the person is forced to choose between submitting to sexual demands or losing certain benefits or conditions at work (including sexual blackmail). The person's refusal of sexual conduct is used to deny him/her access to training, employment, promotion, salary or any other employment decision.
- Environmental harassment: inappropriate sexual behaviour or a certain behaviour directed at a person because of their gender creates an intimidating, hostile, offensive environment: comments of a sexual nature, jokes (usually there needs to be insistence and repetition of the actions, depending on the seriousness of the behaviour).

Sexual harassment is never acceptable, although in some cases it can occur unintentionally. The lack of intentionality of the person initiating the offensive actions does not exonerate him/her from responsibility.

As an example, without being exhaustive, some of the behaviours that together with others or on their own (when they are very serious) can be evidence of the existence of sexual harassment behaviour are:

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Verbal
 - Make obscene sexual comments.
 - Making offensive sexual jokes.
 - Addressing other people in a denigrating or obscene way.
 - Spreading rumours about a person's sex life or judging them.
 - Asking about other people's fantasies or sexual preferences, or explaining them.
 - Make rude comments about a person's body or physical appearance.
 - Talking about one's own sexual abilities or capacities.
 - Persistently inviting a person to participate in recreational social activities, even if that person has made it clear that he/she does not want to know anything about them and considers them inappropriate.
 - Offering compromising dates or sexual encounters or pressuring them to arrange them.
 - Demanding sexual favours.
 - Using social networks to defame another person, make fun of them or say things of a sexual nature about them.


- Non-verbal
 - Take lewd looks on the body.
 - Making obscene gestures.
 - Using sexually explicit graphics, pictures, drawings, photographs or images from the Internet.
 - Writing offensive letters, notes or e-mails of a sexual nature.

- Physical
 - Approaching physically in an excessive manner.
 - Unnecessarily dragging a person away or deliberately seeking them out.
 - Deliberate and unsolicited physical contact (pinching, touching, massaging).
 - Intentionally or "accidentally" touching sexual parts of the body.

It should be noted that isolated or infrequent behaviours, if severe enough, may be sufficient to qualify them as sexual harassment. In other cases, it is necessary to have a pattern of insistence and repetition of offensive actions and behaviours.

As an example, without being exclusive, gender-based harassment is manifested by the repetition and accumulation of offensive behaviours directed at a worker for being a woman or a worker because of their gender (because he/she does not exercise the role that has been culturally attributed to their gender):

- Discriminatory behaviour on the grounds of being a woman or because of their sexual orientation or gender identity.
- Addressing the person in an offensive way.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

- Ridiculing them, diminishing their abilities, skills and intellectual potential.
- Use sexist humour.
- Underestimate the work done.
- Ridiculing people who take on tasks that have traditionally been done by the other sex.
- Ignoring contributions, comments or actions (excluding them, not taking them seriously).
- Reification or objectification of women.

Gender-based harassment is also considered to be that which occurs as a result of pregnancy or maternity of women or in the exercise of any labour right provided for the reconciliation of personal, family and working life. For instance:


- Arbitrarily deny leave to which the person is entitled.
- Assigning a person, a position of responsibility that is inferior to their abilities or professional category.
- Assigning tasks that are meaningless or impossible to carry out.
- Sabotage the work done or deliberately prevent access to the appropriate means to carry it out (information, documents, equipment).

** All the above information is based on the Protocol for the action and prevention of sexual and / or gender-based harassment, sexual orientation, gender identity or gender expression at the UPC (UPC, 2016).*

Other discriminations

Other types of discrimination are, non-exclusive list, based on the Protocol for prevention, detection and intervention against hateful and discriminatory behaviour (GenCat, 2018):

- Disability discrimination: it is manifested when a person is underestimated or undervalued for having some kind of disability, whether physical or mental.
- Racial discrimination: occurs when a person, or a group of people, is treated as inferior because of their belonging to a particular racial or ethnic group or because of their place of origin.
- Religious discrimination: this occurs when a person, or group of people, is treated unfavourably for not practising the majority religious belief of the society in which they live or for not professing any belief.
- Political discrimination: occurs when some people cannot freely express their political convictions.
- Age discrimination: this occurs when a person is treated with inferiority or is discriminated against because of his or her age.
- Discrimination due to illness: this occurs when some people are treated with suspicion or contempt because they are ill.

	CONFLICT MANAGEMENT PROTOCOL AND PREVENTION OF HARASSMENT AT WORK	Date: May 2021
	Ref. IREC-2021-007	Revision n: 01

ANNEX III. REFERENCE PERSONNEL, HR DEPARTMENT AND MEMBERS OF THE INVESTIGATION COMMITTEE

The reference personnel are:

- Lucile Bernadet, Works Council and member of the Equality Committee
- Jordi Farré, Works Council and member of the Health and Safety Committee (HSC)
- Begoña Mediano, Occupational Safety and Health (OSH) technician
- Francesc Torregrosa, Head of Human Resources (HR)

People who are part of the HR department are:

- Francesc Torregrosa, Head of Human Resources
- Begoña Mediano, OSH technician

The people who are part of the Investigation Committee:

- Lucile Bernadet, Works Council and member of the Equality Committee
- Jordi Farré, Works Council and member of the HSC
- Begoña Mediano, OSH technician
- Francesc Torregrosa, HR Head
- Jaume Marfà, Financial Manager