



RESPECT@WORK

DIFFERENCES MAKE US HUMAN, RESPECT MAKES US A TEAM!

R.E.S.P.O.N.D.

R.E.S.P.O.N.D. is a practical framework introduced through **Respect@Work** leadership training to support leaders in responding to concerns or reports of inappropriate behaviour. It outlines the key aspects that should be considered when dealing with an issue.

The framework is not intended to be followed in sequence. Leaders should consider all areas before deciding what to do next, with early engagement from a Manager, HR or Safety helping to guide the response, manage risk and support the people involved.

R	Receive and Reassure	Create a calm, safe space where the employee feels heard, believed, and supported when making a report.
E	Ensure Safety	Take immediate, practical steps to protect the wellbeing of anyone who may be at risk.
S	Secure the Details	Capture accurate, factual information early to ensure a reliable basis for next steps.
P	Policy and Process	Use AKD's policies to guide decision-making and determine the appropriate resolution pathway.
O	Observe Confidentiality	Protect the privacy of all involved by sharing information only with those who legitimately need to know.
N	Notify and Escalate	Engage HR and senior leaders early to manage risks and escalate matters appropriately, including legal advice when required.
D	Deliver Support and Follow Up	Provide ongoing support and ensure the issue is resolved fairly, safely, and without retaliation.



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The following outlines the key considerations for leaders when responding to a report of inappropriate behaviour. Using a clear framework helps ensure responses are consistent, appropriate and aligned across leaders, teams and sites, while also acting as a practical checklist to make sure relevant matters have been considered before progressing.

Receive and Reassure

Create a calm, safe space where the employee feels heard, believed, and supported when making a report.

- Listen calmly and take the report seriously.
- Thank the employee and reassure them that the matter will be handled confidentially, fairly and appropriately.
- Check whether what is being described may be above or below the line.
- Do not assume the person who may have behaved below the line is:
 - too important to be held to account
 - just joking
 - someone you know well or believe had good intentions
 - unlikely to have caused harm because the person raising the concern is perceived as difficult or lacking credibility

Ensure Safety

Take immediate, practical steps to protect the wellbeing of anyone who may be at risk.

- Consider practical interim measures, such as separating the parties, adjusting work arrangements, or providing leave where appropriate.
- Discuss any proposed changes with the individual before they are implemented.
- Reassure the individual that confidentiality will be maintained as far as possible.
- Ask them to let you know if confidentiality is breached or if there is any further inappropriate discussion by any party.

Secure the Details

Capture accurate, factual information early to ensure a reliable basis for next steps.

- Record the facts: who, what, when, and where.
- Avoid assumptions or interpretations.
- Store notes securely with limited access.
- Review any available records for all involved.

Policy and Process

Use AKD's policies to guide decision-making and determine the appropriate resolution pathway.

- Follow AKD's Anti-Discrimination and Harassment Policy.
- Explain the available resolution options and clarify whether the employee wishes to pursue an informal or formal pathway.



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Informal Resolution:

- Appropriate when the issue may be resolved through discussion or a facilitated conversation.
- The focus is on addressing the behaviour early and restoring respectful working relationships.
- This may involve the employee speaking directly to the person involved, or seeking support from their leader or HR.

Formal Resolution:

- Appropriate for serious, repeated, or unresolved issues.
- A formal complaint is documented and managed in accordance with workplace policy.
- Findings may lead to disciplinary or other corrective action.

Observe Confidentiality

Protect the privacy of all involved by only sharing information with those who legitimately need to know.

- Share information only with HR, management, or investigators.
- Remind all parties to maintain confidentiality and avoid discussing the matter with others unless necessary.
- Direct any witnesses not to discuss what is disclosed during the process.
- Your role is not to take sides, but to listen, gather information and respond appropriately.

Notify and Escalate

Engage HR and senior leaders early to manage risk and escalate matters appropriately, including obtaining legal advice when required.

- Notify HR promptly for guidance.
- Escalate to senior management if needed.
- Seek advice through HR if serious legal risks exist (e.g., bullying, discrimination, sexual harassment).
- Be mindful of any third-party involvement and consider communications carefully.

Deliver Support and Follow Up

Provide ongoing support and ensure the issue is resolved fairly, safely, and without retaliation.

- Offer EAP or counselling to all involved.
- Conduct regular check-ins with both parties throughout the process.
- Ensure a fair investigation process.
- Follow up to confirm behaviour has stopped and there is no retaliation.
- Follow up after the matter is resolved to check how all parties are progressing and whether any further support is required.
- Review lessons learned and update policies or training if necessary.

Leaders are not expected to resolve matters alone. Early support from HR helps ensure concerns are managed fairly, consistently and in line with AKD policy.