

POL-136 Appropriate Workplace Behaviour Policy

1. Objective

The Appropriate Workplace Behaviour Policy (“Policy”) sets out what is important to us, how we operate, and what we expect of each other at Melbourne Business School (“MBS” or “the School”).

Its purpose is to outline the standard of conduct required of employees or people who represent MBS, placing an obligation on individuals to take responsibility for their own conduct.

The safety, security, trust, physical and mental health of our people and the people we interact with are important to our character and our success. We respect the right of all individuals to operate in a safe environment that promotes wellbeing and requires all of us to follow health and safety guidelines and procedures.

By establishing standards and parameters for ourselves internally, we also maintain public trust and confidence in the integrity and professionalism of how we go about our work, our offerings, and the overall experience of MBS.

This Policy is not meant to be an exhaustive list of what to do in all situations. Instead, it represents a broad framework of ethical conduct that employees and representatives of MBS must uphold.

2. Scope

Applies To									
Faculty	Y	Staff	Y	Student employees	Y	Students	N	Subsidiaries	Y
Associates	Y	Adjuncts	Y	Volunteers	Y	Contractors	Y	Board	Y

This Policy is in place whilst in the MBS environment, either working or undertaking work for or on behalf of MBS, which also includes attending or representing MBS at an event, function or activity outside of MBS.

3. Policy

MBS is committed to upholding the requirements of this Policy and will:

- Uphold the expected standards set out in this Policy;
- Maintain a respectful, safe and environmentally sustainable learning and working environment;
- Set clear expectations, identify consequences and follow-through;
- Support and assist our people leaders in exercising their leadership and authority to ensure a supportive, flexible, safe and inclusive environment;
- Preserve, defend and promote the traditional principles of academic freedom in the conduct of its affairs, as set out in the University's Academic Freedom of Expression Policy (MPF1224), so that all scholars at the University are free to engage in critical enquiry, scholarly endeavour and public discourse without fear or favour; and
- Preserve, defend and promote the principles of freedom of speech in accordance with the University's Freedom of Speech Policy (MPF1342).

Responsibilities of all individuals identified under the scope of this Policy:

- Comply with the standards and expectations set out within this Policy.
- Familiarise yourself with this Policy, supporting documents set out below and their locations.
- Seek advice if you are unclear about the Policy, any of the supporting documents or if you are unable to locate important information. These are available on the [Communications Hub](#).
- Speak out if there are activities or behaviours that could be considered failing to observe the requirements of this Policy, or if you have any concerns about something you have witnessed or experienced.
- Support colleagues and other representatives to uphold their commitment to this Policy.
- Undertake training and development activities as and when determined and requested or required by MBS.
- Leaders have the responsibility to create an inclusive atmosphere where employees are positively engaged and thrive, by consistently demonstrating leadership practices that are aligned with our Guiding Principles; and that contribute and drive successful business outcomes for MBS.

Our Appropriate Workplace Behaviour Policy supports and is supported by our Purpose, Vision, Guiding Principles, policies and procedures. These can be found on the Communications Hub, or by contacting your manager or the People & Culture team.

3.1. Key Responsibilities

Individuals covered by this Policy must:

- a. Conduct all dealings, decisions and interactions involving others within the work environment and the community in good faith, with behaviour that represents the Guiding Principles.
- b. Not intentionally or recklessly cause serious risk to the reputation or viability of the School.
- c. Perform duties diligently, impartially, conscientiously, with integrity, and to the best of your ability.
- d. Comply with all formal agreements, policies and guidelines.
- e. Always demonstrate professional and courteous conduct within, and on behalf of, MBS, including in our verbal, written and digital communications with others.
- f. Be reliable and punctual in attending to work and all other MBS activities.
- g. Not engage in fraudulent, dishonest, corrupt or improper activity or behaviour.
- h. Not deliberately or recklessly misuse or damage MBS property, falsify or manipulate records, or destroy records without proper authorisation.
- i. Use the systems and technology provided by MBS appropriately and responsibly, in accordance with MBS' Information Security Policy and Provision and Acceptable Use of IT Policy.
- j. Not use MBS assets or property for personal purposes except in accordance with MBS policies or by an approved arrangement.
- k. Minimise environmental impact by engaging in environmentally sustainable practices.
- l. Ensure that grievances and complaints are appropriately managed in a timely manner, and the potential for recurrence is addressed.
- m. Recognise, call out, and address inappropriate or unacceptable behaviour that is not in line with this Policy or any supporting policies, behaviour that breaches any law, and instances of corrupt conduct, improper conduct or conflicts of interest for personal gain (see MBS Conflicts of Interest Policy and MBS Whistleblower Policy).

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- n. Accept responsibility for your own action or inaction.
 - o. Be honest in the use of finances and goods and services.
 - p. Comply with the provisions of the Privacy Act 1988, the MBS Privacy Policy in respect of personal information.

3.2. Confidentiality

Individuals covered by this Policy must:

- a. Maintain strict confidentiality, integrity and security of MBS information, including personal information for which we are responsible, at all times.
- b. Respect the valid intellectual property rights of others.
- c. Not disclose any confidential information about MBS that is not already in the public domain without the proper authority to do so.
- d. Not induce or attempt to induce an employee or student to perform work in competition with the School or to act in a manner contrary to an employee's employment obligations.

3.3. Providing a Diverse and Inclusive Workplace

Individuals covered by this Policy must:

- a. Be committed to recognising and celebrating the diversity of our people through creating a place that values, respects and encourages a diverse range of views, knowledge and experience.
- b. Be committed to advancing the intellectual, cultural, economic and social welfare of marginalised communities, and recognising the particular needs and aspirations of First Nations people.
- c. Be committed to ensuring equal access to benefits and services by employees, including assistance to reasonably accommodate a person's impairment or disability.
- d. Consider diversity in any selection and appointment process to ensure there is no unconscious bias.
- e. Ensure that employment, promotion, remuneration and rewards are consistent, fair and equitable.
- f. Ensure equal rights and opportunities through regular remuneration reviews. This includes identifying any pay gaps, attracting and developing diverse talent and educating our people about balance and equity

3.4. Providing a Safe Workplace

Individuals covered by this Policy must, where relevant to their role:

- a. Be responsible for maintaining a safe working environment which protects the mental and physical wellbeing of our people and the people we interact with, as outlined in the OH&S Policy and Mental Health & Wellbeing Policy.
- b. Be committed to promoting equal opportunity consistent with principles of social justice within our community, and in accordance with Equal Opportunity, Anti-Discrimination and Occupational Health and Safety laws.
- c. Invest in the physical, mental and emotional wellbeing of our people through ongoing education around inclusion and diversity initiatives.
- d. Regularly review policies, processes, practices and official documentation to accord with equal opportunity and health and safety principles.
- e. Have zero tolerance for acts of violence, exploitation, abuse, assault (physical or verbal) or aggression in any form or manifestation.
- f. Not engage in or condone behaviour that is unlawful, discriminatory, or that constitutes harassment, sexual harassment, sexual assault, bullying, vilification and victimisation, and call out any instances of such behaviour that you see and act upon them accordingly.
- g. Not directly or indirectly, or incite or assist others to, engage in acts of racism, including but not limited to racial discrimination, racial harassment, racial vilification, and offensive behaviour because of race, colour or national or ethnic origin.
- h. Not unlawfully discriminate against any person based on attributes of which discrimination is prohibited. Refer to Appendix 1 – EEO Discrimination Attributes.

3.5. Academic Practice

Individuals covered by this Policy are expected to protect the interests of students and are expected to:

- a. ensure that relationships with all students are professional, trusting and respectful;
- b. be mindful at all times of the power imbalance that may exist between employees and students;
- c. pay proper regard to protecting the welfare and wellbeing of the student;

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- d. not initiate, cultivate or encourage relationships nor engage in sexual activity with a student inconsistent with the standards and expectations set out broadly in this policy and specifically set out above at (a), (b) and (c);
 - e. immediately declare any romantic or sexual relationship with a student by submitting a Conflict of Interest declaration as set out in the MBS Conflict of Interest Policy; and
 - f. remain impartial and take all reasonable steps to avoid and resolve any possible, perceived or actual bias in dealing with students.
 - g. Uphold the highest international standards of ethics and quality in research, teaching and administration at all times.
 - h. Comply with ethical and legal requirements in relation to authorship and acknowledgement of work done by others, and we do not tolerate plagiarism in any form.
 - i. Be unbiased in conducting academic assessments and decisions and eliminate any perception of unfairness in accordance with the University of Melbourne's Assessment and Result Policy (MPR1326).

3.6. Conflicts of Interest

Individuals covered by this Policy must:

- a. Take reasonable steps to avoid and resolve any potential or actual conflicts of interest and report them to MBS when and where they do occur, in accordance with the MBS Conflicts of Interest Policy.
- b. Ensure that business operations do not improperly benefit any individuals and understand that MBS does not tolerate behaviour that improperly influences the outcome of an official decision.
- c. In accordance with the MBS Gifts Policy, not offer or solicit gifts or benefits, or offer or provide benefits to others in exchange for gifts. Do not accept any gifts, rewards or entertainment, including discounted products, free travel or accommodation, if it could create any obligation or expectation that could conflict with your work.

3.7. Breach

Following this Policy means our activities are carried out appropriately. Failing to comply with this Policy may result in disciplinary action, including dismissal or ending the affiliation with MBS and people can also be held legally responsible for their own unlawful behaviour

4. Reporting Conduct Inconsistent with This Policy

Directors, employees and representatives of MBS have a responsibility to comply with this Policy and report any conduct that is inconsistent with this Policy and/or other MBS policies and procedures.

Directors, employees and representatives of MBS must take all reasonable steps to bring any conduct that is inconsistent with this Policy to the attention of MBS at the first available opportunity and, where authorised, take action to prevent any non-compliance with this Policy.

Reports of a breach will be taken seriously and investigated appropriately by MBS, including the provision of any intentionally false or malicious information relating to an alleged breach.

There are options for individuals to report their concerns relating to a potential breach of this Policy. These include:

- a. Reporting to their Manager, a member of the People & Culture team, a member of the Senior Leadership Team or their primary MBS contact; or
- b. Reporting via the '[Speak Up: MBS Reporting Portal](#)'; or
- c. Reporting using the MBS Grievance Procedure. The Grievance Procedure sets out the how the School will respond to and manage grievances or complaints that are brought to its attention including outlining potential, resulting outcomes.

The MBS Whistleblower Policy also provides an avenue of reporting unethical or illegal conduct with accompanying protection to reporting employees and members of the MBS community.

4.1. Available Support

MBS is committed to supporting individuals who disclose any behaviour that does not adhere to the standards and expectations of this Policy and who may have been affected as a result of their disclosure, grievance or complaint.

Where such circumstances are identified, support may take the form of (but is not limited to):

- a. Accessing both internal and external counselling services including after-hours, urgent and immediate services, or longer-term support as appropriate;
- b. Amending work arrangements;
- c. Re-crediting leave arrangements; or
- d. Facilitating mediation to restore relationships in the workplace.

4.2. Referral to External Agencies

Outside of the MBS assistance options, there are external bodies where individuals can seek advice and/or lodge a report. External bodies may include:

- a. Police;
- b. State Equal Opportunity Commission;
- c. Australian Human Rights Commission;
- d. Fair Work Ombudsman; or
- e. State-based workers compensation organisation (i.e. Work Safe Victoria), or similar external bodies relevant to their state or country.

MBS has an [Employee Assistance Program \(EAP\)](#) provided by Converge International. This service provides confidential, personal and professional development resources to all employees and their immediate family members. Converge International provides 24 hour service. For urgent assistance they can be contacted on 1300 687 327 or +613 8620 5300 for calls outside Australia

5. Definitions

Term	Meaning
Bullying	<p>“Bullying” is repeated, unreasonable behaviour directed toward an individual or a group of individuals, which may:</p> <ol style="list-style-type: none"> a. be considered to be unreasonable or inappropriate workplace behaviour, or b. create a risk to health and safety. The risk to health or safety created by bullying includes any risks to the psychological or physical health to an individual. <p>Unreasonable behaviour is behaviour that a reasonable person, having regard to the circumstances, may see as unreasonable. In other words it is an objective test. This would include (but is not limited to) behaviour that is victimising, humiliating, intimidating or threatening, or may make another person feel victimised, humiliated, intimidated or threatened.</p> <p>Bullying does not include reasonable management action.</p>
Discrimination	<p>Discrimination means unlawful behaviour where a person treats, or proposes to treat, a person with an attribute (see Appendix I for attributes) unfavourably because of that attribute. It can also occur if a person imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging a person with an attribute; and that is not reasonable.</p> <p>Discrimination can occur directly or indirectly.</p> <ul style="list-style-type: none"> • Direct discrimination happens when a person, or a group of people, is treated less favourably than another person or group because of their

	<p>background or certain personal characteristics. Direct discrimination also occurs if a person does not make, or proposes not to make, reasonable adjustments for a person's impairment or disability.</p> <ul style="list-style-type: none"> • Indirect discrimination is when a person imposes, or proposes to impose, a requirement, condition or practice: <ul style="list-style-type: none"> ○ that has, or is likely to have, the effect of disadvantaging a person with an attribute, and ○ that is not reasonable.
Environment	Any place or places where MBS work is undertaken including at a MBS registered building or at an alternative location, including an individual's home.
Harassment	Harassment is unwelcome conduct that a reasonable person would expect to offend, humiliate, intimidate or distress another person. In addition to behaviour directed at a particular individual, harassment also includes behaviour that creates a hostile working environment
Inappropriate behaviour	Inappropriate behaviour means behaviour or conduct that does not comply with this Policy or the standards and expectations of the School.
Offensive behaviour because of race, or national or ethnic origin	<p>An act, otherwise than in private, where:</p> <ul style="list-style-type: none"> • the act is reasonably likely, in all the circumstances, to offend, insult, humiliate or intimidate another person or a group of people; and • the act is done because of the race or national or ethnic origin of the other person or of some or all of the people in the group.
Physical assault	The direct or indirect application of force by a person to the body of, or to clothing or equipment worn by, another person, which is either intended to cause harm or the person is reckless of the possibility that harm will be inflicted.
Sexual harassment or sexual assault	Has the same meaning for this policy as set out in the Sexual Misconduct Policy.
Stalking	Wilful and repeated following, watching and/or harassing of another person, which usually involves a series of actions that occur over a period of time. Stalking is not limited to the workplace and may include actions through electronic communication and virtual environments such as social media.
Vilification	Vilification is the use of acts or words (whether spoken or written) in public which provoke hatred, ridicule or contempt for a person or a group of people. Vilification is unlawful if it is on the grounds of race, religious belief or activity, sexuality or gender identity.
Victimisation	Victimisation means when a person is treated, or threatened to be treated, in a detrimental manner as a result of seeking assistance, making or threatening to make a complaint or raising a concern, or considering whether to raise a concern or complaint.

6. Related Policies, Legislation and Documents

MBS Policies and Procedures

- Conflict of Interest Policy
- Consumption of Alcohol Policy
- E-mail Acceptable Management and Use Policy
- Grievance Procedure
- Information Security Policy
- Mental Health & Wellbeing Policy
- OH&S Policy
- Privacy Policy
- Provision and Acceptable Use of IT Policy
- Whistleblower Policy

Legislation

- Age Discrimination Act 2004 (Cth)
- Australian Human Rights Commission Act 1986 (Cth)
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Crimes Act 1958 (Vic)
- Child Wellbeing and Safety Act 2005 (Vic)
- Disability Standards for Education means the Disability Standards for Education 2005 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Equal Opportunity Act 2010 (Vic)
- Equal Opportunity for Women in the Workplace Act 1999 (Cth)
- Fair Work Commission Fair Work Act 2009 (Cth)
- Fair Work Ombudsman
- Independent Broad-based Anti-corruption Commission Act 2011 (Vic)
- Occupational Health and Safety Act 2004 (Vic)
- Privacy and Data Protection Act 2014 (Vic)
- Racial Discrimination Act 1975 (Cth)
- Racial and Religious Tolerance Act 2001 (Vic)
- Sex Discrimination Act 1984 (Cth)
- Working with Children Act 2005 (Vic)
- Workplace Gender Equality Act 2012 (Cth)

7. General Information

Responsible Policy owner
Review Date

Chief People and Culture Officer
12/06/2026

Version History				
Version	Approved By	Approval Date	Effective Date	Sections Modified
1	MBSL Board (endorsed by the Executive Leadership Team)	25/11/2021	25/11/2021	New Policy
2	<ul style="list-style-type: none">• SLT review• GRNC• MBS Board	<ul style="list-style-type: none">• 15 May 2025• 29 May 2025• 12 June 2025	09/07/2025	Edits in line with updated University policies and the implementation of Speak Up reporting.

Category
<input checked="" type="checkbox"/> Employment <input type="checkbox"/> Engagement <input type="checkbox"/> Facilities and IT <input type="checkbox"/> Finance and Procurement <input type="checkbox"/> Governance and Management <input type="checkbox"/> Health and Safety <input type="checkbox"/> Research and Research Training <input type="checkbox"/> Student Management and Support <input type="checkbox"/> Teaching and Learning

Appendix 1 – EEO Discrimination Attributes

Provided below are the attributes of which discrimination is prohibited as set out in the Equal Opportunity Act 2010.

- a. Age
- b. Breastfeeding
- c. Employment activity
- d. Gender Identity
- e. Disability
- f. Industrial Activity
- g. Lawful sexual activity
- h. Marital Status

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- i. Parental status or status as a carer
 - j. Physical features
 - k. Political belief or activity
 - l. Pregnancy
 - m. Race
 - n. Religious belief or activity
 - o. Sex
 - p. Sexual orientation
 - q. An expunged homosexual conviction
 - r. Personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the above attributes