

# **DIGNITY AT WORK AND STUDY**

Human Resources/Deputy Registrar's Office  
Updated July 2013

SR/HR/Dignity at Work and Study Policy

## **1.0 POLICY STATEMENT**

- 1.1 The University is committed to ensuring a working and learning environment in which all University members (staff and students) are treated fairly and with dignity and respect. The principles of this policy apply to all staff, students, visitors and any contractors working on campus. All members of the University will be made aware of this policy (through induction processes) on joining the University and contractors on being engaged by the University.
- 1.2 The aims of this policy are to:
- ensure the dignity of all at the University
  - ensure that differences are respected and valued
  - demonstrate our commitment to equality and diversity
  - set out the responsibilities of individual members of the University community in preventing harassment and bullying wherever possible
  - outline the procedures to be followed when harassment and bullying occurs
- 1.3 This policy covers work-related and study-related events (including some social events) that may be off-campus, including overseas, as well as the normal working and learning environment.
- 1.4 This policy details procedures for dealing with harassment in relation to students (see Appendix A) and staff (see Appendix B). See paragraph 7.0 below for how issues involving both staff and students will be dealt with.

## **2.0 EQUALITY AND DIVERSITY STATEMENT**

- 2.1 The University is proud of its cosmopolitan nature and has a strong commitment to equality and diversity, expressed through the following statement:

**“The University of Warwick, recognising the value of sustaining and advancing a safe and welcoming learning environment, strives to treat both employees and students with respect and dignity, treat them fairly with regards to all assessments, choices and procedures, and to give them encouragement to reach their full potential. Therefore the University strives to treat all its members, and visitors, fairly and aims to eliminate unjustifiable discrimination on the grounds of gender, race, nationality, ethnic or national origin, political beliefs, religious beliefs or practices, disability, marital status, family circumstances, sexual orientation, spent criminal convictions, age or any other inappropriate ground.”**

## **3.0 RIGHTS AND RESPONSIBILITIES**

- 3.1 Human Resources, the Deputy Registrar's office, and the Students' Union will be responsible for providing awareness/training on this policy on a regular basis.
- 3.2 All staff and students have the right to be treated fairly. We also have a responsibility for encouraging a culture of dignity and respect and for challenging inappropriate behaviour. Managers, or others in a position of authority, have a particular responsibility for leading by example, identifying harassment when it occurs and taking prompt action to stop it.

3.3 The University expects all members of the University to recognise their responsibilities and:

- behave in a way that respects the rights and dignity of others
- treat others fairly
- use each social interaction to display courtesy and good manners
- value differences in others and the contribution they make
- work and study within the University on a co-operative basis
- demonstrate a commitment to upholding the University's policies on equality and diversity.

3.4 The table below summarises the rights and responsibilities of staff and students:

### **DIGNITY AT WARWICK**

#### ***My Rights***

*To be treated with dignity and respect  
To be treated fairly and without discrimination  
To be consulted on decisions which affect me personally  
To be able to hold personal views  
To be able to raise concerns*

#### ***My Responsibilities***

*To treat others with dignity and respect  
To challenge or report inappropriate behaviour  
To recognise the needs of others/the University  
To be mindful of others when expressing my views  
To respect the authority and reasonable decisions of others*

3.5 Dignity and respect are included in the terms and conditions of employment for every member of staff. Each student at enrolment agrees to abide by the University's regulations as set out in the University calendar (including the Disciplinary Regulations which cover this policy), <http://www2.warwick.ac.uk/services/gov/calendar/regulations/disciplinary/>.

## **4.0 HARASSMENT AND BULLYING**

4.1 The University regards all forms of harassment as unacceptable.

4.2 Harassment is defined as unwanted, unsolicited and unwelcome behaviour which is offensive or intimidating to the recipient. This also applies to people who are not the subject of the harassment or bullying, but who may be offended by it. Harassment creates conditions or an environment about which a reasonable person could justifiably complain. The behaviour or treatment may relate to a person's gender, pregnancy or maternity, disability, gender reassignment, marriage and civil partnership, race, religion, sexual orientation, age or any other personal characteristic.

4.3 Bullying is a form of harassment and can be defined as offensive, abusive, intimidating, malicious or insulting behaviour which makes the recipient feel upset, threatened, humiliated or vulnerable. Bullying can undermine an individual's self-confidence, competence and self-esteem. There may be an overlap between harassment and bullying.

4.4 Examples of unacceptable behaviours include:

- unnecessary or unwanted physical contact
- sexually suggestive behaviour, or compromising sexual invitations or demands

- racial harassment – including racist jokes or graffiti
- displaying material which is likely to cause offence to others
- verbal or written abuse including non-communication and deliberate and/or inappropriate exclusion from social events or day to day activities
- derogatory name-calling and insults
- threats of a physical or psychological nature
- victimisation because of someone's gender, race, disability, sexual orientation, age, religion or other beliefs
- bullying behaviour or language that causes fear or distress to others
- abuse of power by someone in authority
- incitement of others to commit harassment
- electronic bullying
- use of social networking sites to post derogatory messages about someone
- inappropriate and derogatory remarks in connection with performance
- the use of inappropriate literature, pictures, books or tapes to bully or harass others

4.5 Harassment often consists of persistent behaviour, although one single act may be considered sufficiently serious to warrant disciplinary action, including dismissal or expulsion.

4.6 If an individual makes an informal complaint of harassment or bullying the University has a duty of care to consider how to deal with it; in some circumstances this may include carrying out an investigation with or without the complainant's cooperation. This would, however, be the exception and all attempts will be made to ensure the complainant's cooperation. If an individual makes a formal complaint of harassment or bullying the University will investigate it.

## **5.0 ELECTRONIC BULLYING AND THE USE OF SOCIAL NETWORKING SITES**

5.1 Electronic bullying is a term used to refer to bullying through electronic media, usually through instant messaging, emails (so called 'flame-mail'), or text messages. In sending emails all staff and students should consider the content, language and appropriateness of such communications.

5.2 The use of online social networking sites for appropriate purposes has grown considerably over the last few years. The following guidance is relevant for both students and staff:

- avoid using language which would be deemed to be offensive to others in a face-to-face setting as the impact on individual will be much the same
- avoid forming or joining an online group that isolates or victimises fellow students or colleagues
- avoid using such services in classes unless tutors have given express permission
- ensure that you never use such sites to access or share illegal content

If occasions of what might be online bullying or harassment are reported they will be dealt with in the same way as if it had taken place in a face-to-face setting.

5.3 Staff and students should ensure they comply with the University's Regulations Governing the use of University Computing Facilities at <http://www2.warwick.ac.uk/services/gov/calendar/section2/regulations/computing/> and the University E-mail Policy at <http://www2.warwick.ac.uk/services/its/policies/>

## **6.0 WHAT TO DO IF YOU ARE CONCERNED**

- 6.1 Sources of advice and help and how to make a formal complaint are contained in appendices to this document (Appendix A for Students and Appendix B for Staff).

## **7.0 COMPLAINTS INVOLVING STAFF AND STUDENTS**

- 7.1 Procedures for dealing with harassment and bullying in relation to students are set out in Appendix A and procedures for dealing with harassment and bullying in relation to staff are set out in Appendix B.
- 7.2 However, there are circumstances where complaints involve staff and students. Should the University receive a complaint from a student about the conduct of a member of staff, or vice versa, it will carry out an initial investigation. If the findings of this investigation indicate that further action is warranted, this action will be taken under the University's Disciplinary procedures for staff (if the complaint is against a member of staff and there appears a case to answer) or the Disciplinary Regulations for students (if the complaint is against a student and there appears a case to answer).

## **8.0 VEXATIOUS OR MALICIOUS COMPLAINTS**

- 8.1 If, at any time, there is evidence that complaints have been made vexatiously or maliciously, disciplinary action may be taken.

## **9.0 REVIEW**

- 9.1 This policy will be monitored and reviewed on a regular basis by Human Resources, the Deputy Registrar's Office and the Students' Union.

## **10.0 IMPACT ASSESSMENT**

- 10.1 The University of Warwick recognises its responsibility to ensure that no-one is discriminated against or disadvantaged, through membership of any particular group, or on the grounds of age, disability, gender, race, religion, or sexual orientation. For additional information please refer to the University's Equality and Diversity website (<http://www2.warwick.ac.uk/services/equalops/>).
- 10.2 This Policy has been assessed as being of high relevance to our duties under the anti-discrimination legislation, and the University will review its impact on equality and diversity, identify any inequalities by annual monitoring, and will take action where necessary.

## **GUIDANCE FOR STUDENTS**

### **1.0 RESPONSIBILITY**

- 1.1 All members of the University are responsible for ensuring that individuals do not suffer any form of harassment or bullying and that they are encouraged and supported in any legitimate complaint. Students are encouraged to examine their own behaviour and to raise issues with individuals before they escalate. The University encourages the constructive discussions of differences of views and approaches.

### **2.0 WHAT IS HARASSMENT AND BULLYING?**

- 2.1 Examples of harassment and bullying may be found in the Dignity at Work and Study Policy but include treating another person less favourably on the grounds of gender, age, race, gender reassignment, marriage and civil partnership, pregnancy and maternity, disability, sexual orientation, religion or other beliefs. Harassment and bullying are covered by the University's Disciplinary Regulations:

<http://www2.warwick.ac.uk/services/gov/calendar/regulations/disciplinary/>.

An allegation of harassment or bullying may be investigated under these Regulations. If an allegation is upheld a penalty may be imposed. A range of penalties are available under the Disciplinary Regulations, including fines, expulsion from the University and other sanctions.

- 2.2 Complaint about the teaching and learning process fall outside the scope of this policy and should be dealt with in accordance with the Student Academic Complaints Procedure:

<http://www2.warwick.ac.uk/services/academicoffice/contact/complain/procedure/>

### **3.0 WHAT CAN I DO IF I AM AFFECTED?**

- 3.1 If the way that you are being treated either by an individual or by a group makes you feel uncomfortable, unhappy or disempowered then you should talk it over with a view to changing things.
- 3.2 Being subjected to harassment can be a devastating experience. You may feel that what is happening is your fault and that you are powerless and alone. You aren't. There are several places you can go for advice, support and encouragement. Talking to someone will make you feel less alone and more able to deal with your experience. You may wish to seek advice or help from any of the following:

- Student Support Services - Counselling Service, telephone 02476 523671 or extension 23761
- the Student Advice Centre, telephone 02476 572824 or extension 72824
- Welfare Officer (Students' Union sabbatical officer), telephone 02476 572778 or extension 72778
- Nightline (note though that Nightline is a listening service and will not offer advice), 9pm-9am, telephone 02476 417688 or extension 22199
- Chaplaincy, telephone 02476 523519 or extension 23519

- 3.3 These agencies will provide non-judgmental advice and information on the options available to you. They can also provide advice on external organisations which offer help and support. It is usually a good idea to talk things over with someone before invoking formal procedures. If you do decide that you wish to pursue a formal complaint then they may also be able to assist you with this.

#### **4.0 HOW CAN I DEAL WITH IT?**

- 4.1 If you feel that you are being subjected to harassment or bullying in any form by staff, students, or other visitors to campus, do not feel that it is your fault or that you should have to tolerate it. You should not feel reluctant to complain.
- 4.2 If at all possible you should make it clear to the person causing the offence that such behaviour is unacceptable to you. You may either approach the person directly, or through a trusted friend. This may in some instances be sufficient to resolve the problem.
- 4.3 If the behaviour persists following this approach, or if such an approach is not possible, begin to take a note of the details of any relevant incidents which distress you, including a note of the ways in which the incidents cause you to change the pattern of your academic or social life. If you are unable to approach the person concerned, it does not constitute consent to the harassment or bullying nor will it prejudice any formal complaint you may bring. However, you should seek guidance from one of the Campus support agencies listed previously.
- 4.4 It is important that you recognise that many people will feel that they have a duty to pass on any serious incident(s) you report to the University authorities, who in turn may have to report serious incidents such as assault or rape to the Police. In some cases, decisions may be taken out of your hands. Don't let this put you off taking action to stop harassment or bullying.

#### **5.0 MAKING A FORMAL COMPLAINT**

- 5.1 If the problem has not been resolved by the means described above then you may decide to make a formal complaint by reporting the matter to an appropriate person. These include: Wardens and other residential Staff, your Personal Tutor, the Senior Tutor, the Chair of your Department, senior members of the Registrar's staff and University Security personnel. If the incident (or incidents) takes place in the Students' Union you can report it to any member of Union staff, stewards or a sabbatical officer.
- 5.2 You may be concerned about the consequences of making a complaint because it might affect your relationship with the person concerned or you may be worried that you might suffer victimisation for having brought the complaint. If you are concerned about this, please make this known when you make your complaint. University staff will then be able to work with you to decide how best to address your concerns.
- 5.3 This complaint is then forwarded to the Registrar who will arrange for an investigation to be carried out by a senior officer. It is likely that, as part of this investigation the person that you have complained about will have to be given details in order that he or she may have the opportunity to offer a defence.
- 5.4 The investigation may lead to further action including, if necessary, the initiation of the relevant procedure under the Disciplinary Regulations.
- 5.5 After the University's procedures are complete a formal response to your complaint will be sent to you. Under data protection legislation, it may not always be possible to advise you in detail of the outcome of the University's procedures.

- 5.6 You have a right of appeal to the Registrar against the formal response to your complaint within 15 working days of notification. Appeals may be made on the following grounds:
- (a) A procedural irregularity or alleged unfairness in the conduct of the investigation and/or response to your complaint.
  - (b) That relevant evidence was not considered in the original investigation or was not available to the original investigation. In this instance an explanation of why the evidence was not available earlier would be required.
- 5.7 The appeal will be heard as soon as practicable and normally no later than 15 working days after the appeal has been lodged, except where it is mutually agreed that this time limit be extended.
- 5.8 The manager dealing with the appeal may need to undertake further interviews to gain further evidence or clarification.
- 5.9 All parties to the appeal will be notified of the final decision in writing as soon as practicable. This decision will be final and conclude the internal process. Students are able to submit a complaint to the Office of Independent Adjudication ([www.oiahe.org.uk](http://www.oiahe.org.uk)) once internal procedures are exhausted if they remain dissatisfied.

## **6.0 OTHER POINTS TO NOTE**

- 6.1 Violent physical crimes and crimes of a sexual nature are abhorred by the University and victims are strongly encouraged to report such matters for dealing with by the Police. You should also immediately report any such incident to someone in authority in the University, e.g. your Personal Tutor, Chair of Department or the Registrar.
- 6.2 Every effort will be made to deal with complaints with minimum time delay.
- 6.3 The University will take all reasonable action to ensure that anyone who believes that they are the subject of harassment or bullying does not suffer victimisation for having brought the complaint.
- 6.4 The University will respect the particular sensitivity of harassment complaints and their consequences as well as the need for the confidentiality of records concerning allegations or complaints of harassment.



## **GUIDANCE FOR STAFF**

### **1.0 RESPONSIBILITY**

- 1.1 All members of the University are responsible both legally and morally for ensuring that individuals do not suffer any form of harassment or bullying and that they are encouraged and supported in any legitimate complaint. All staff are encouraged to examine their own behaviour, particularly if they are in a position of authority over other employees or third parties.
- 1.2 Staff are also encouraged to raise issues with individuals before they escalate out of control. The University encourages the constructive discussion of differences of views and approaches.

### **2.0 WHAT IS HARASSMENT & BULLYING?**

- 2.1 Examples of harassment and bullying may be found in the Dignity at Work and Study Policy but include treating another person less favourably on the grounds of gender, age, race, gender reassignment, marriage and civil partnership, pregnancy and maternity, disability, sexual orientation, religion or other beliefs, or any other ground. Harassment or bullying may be regarded as gross misconduct, which, if accepted, will lead to dismissal.
- 2.2 There may be an overlap between harassment and bullying; it is for this reason that the University has produced a joint policy. The consequences of harassment or bullying are very serious and can lead to a breakdown in trust or relationships, affecting staff productivity and morale, and may lead to adverse publicity for the University.

### **3.0 DIFFERENCE BETWEEN HARASSMENT AND/OR BULLYING AND MANAGEMENT**

- 3.1 There is a difference between harassment and/or bullying and management. Harassment and/or bullying is always unfair and may undermine someone's efforts to perform well. Management, on the other hand, may involve setting demanding – but fair and achievable – targets and standards of behaviour appropriate to someone's job, grade and level of responsibility. It is important for managers to ensure that when it is necessary to address performance concerns, give critical feedback, or take disciplinary action against a member of staff, it is done fairly and constructively, and by following the University's procedures and guidance.
- 3.2 It is also important for staff to recognise every individual has a responsibility to understand that views and opinions held by others and decisions made by managers and supervisors may not always coincide with their own; such differences are unlikely to constitute harassment and bullying unless they are raised, or dealt with, in an unfair way.

### **4.0 WHAT CAN I DO IF I AM AFFECTED?**

- 4.1 If the way you are being treated at work or in a work-related context, either by an individual or a group, causes you concern you may wish to seek advice or help in the following ways:
  - (a) you could seek the help or advice from a sympathetic friend, a trusted work colleague or trade union representative
  - (b) you may contact the Counselling Service (contact details at the end of this document)

- (c) you may contact a member of staff who has volunteered and been trained to help in this type of situation. A list of Dignity Contacts is available at the end of this document. Further information on their role is set out in section 10.

## **5.0 HOW CAN I DEAL WITH IT?**

- 5.1 There are two stages to the procedure, one informal and one formal. If you opt for an informal stage, this will not prejudice your right to complain formally at a later stage. The University recognises that it is not always appropriate to use the informal procedure e.g. a serious sexual assault.

## **6.0 INFORMAL PROCEDURE**

- 6.1 If you feel you are being subjected to harassment or bullying by staff, students, or any other party, do not feel that it is your fault or that you should have to tolerate it. You may wish to:
- make it clear to the person or persons causing the offence that their behaviour is unacceptable to you; you could approach the person directly, or through someone acting on your behalf, or you could ask someone to join you for moral support. Explain to the person that their behaviour is offensive to you and why. This may be sufficient to resolve the problem. If the offender is a third party or contractor the Head of Department (or other appropriate manager) should also be informed.
  - another option could be for you to write directly to the alleged bully or harasser explaining what behaviour you are finding offensive, and how they could be changed. You should consider carefully the content of the letter and the context in which the message is delivered, and whether you are able to then meet with the alleged bully or harasser to discuss the issues raised. If not, you may ask for a written response. The alleged bully or harasser may, if he/she wishes, respond in writing.
  - speak to a Dignity Contact for advice and/or support.
  - if the alleged harassment and/or bullying is within a team, you may wish to speak to your team leader or other appropriate line manager.
- 6.2 If the behaviour persists following an approach, or if such an approach is not possible, begin to take a note of the date and details of any relevant incidents which distress you, including a note of the impact the incidents have on you.
- 6.3 It can be very difficult to approach someone you believe has been harassing or bullying you. This is understandable and this document outlines the support mechanisms that are available to help you. However, if you feel unable to approach the person concerned, it does not constitute consent to the harassment or bullying, neither will it prejudice any formal complaint you may bring.

## **7.0 MEDIATION**

- 7.1 Mediation is a process of dispute resolution in which an impartial third party (the mediator) facilitates a series of private and joint meetings (if appropriate) with the parties to identify a mutually acceptable and appropriate resolution.
- 7.2 The University at its discretion may arrange for both parties to attend mediation, where it is agreed by both parties that this approach may be useful in resolving work relationship issues.

The mediator will help to identify what has happened by speaking confidentially to all parties, assess the best way to bring the parties together, explore the issues and build the agreement for future working relationships.

7.3 No information is reported back to the University and/or line managers without the participants' permission as mediation is viewed as confidential between the parties involved.

7.3 Further advice on mediation is available from your link HR Adviser.

## **8.0 MAKING A FORMAL COMPLAINT**

8.1 If the issue is not resolved informally you may wish to raise the matter formally under the University's arrangements for dealing with grievances. These are either set out in the terms and conditions of employment which are available from the Human Resources website at <http://www2.warwick.ac.uk/services/humanresources/conditions/> or in Statute 28 (Part VI) for Academic Staff at <http://www2.warwick.ac.uk/services/gov/calendar/charterstatutes/secondschedule2/>

8.2 During the process of dealing with the grievance, the Head of Department (or other appropriate manager) should take appropriate steps to minimise and/or supervise any contact between the relevant parties and to keep them informed of these steps at all times.

## **9.0 ONGOING SUPPORT**

9.1 Every safeguard must be made against the possibility of recrimination or victimisation, particularly in cases where a grievance is upheld. The Head of Department (or other appropriate manager) has a duty to monitor the longer term situation as far as possible, both in respect of day to day working relations within the department and in the wider community.

9.2 Support is available from the University's Safety and Occupational Health Services and Counselling Services for all parties.

## **10.0 ROLE OF DIGNITY CONTACTS**

10.1 Dignity Contacts will provide confidential support to individuals who may be experiencing difficulties relating to harassment and/or bullying. The aim of the role is to facilitate informal resolution in cases of harassment or bullying where possible. Dignity Contacts are asked to report on the numbers of people they have seen and supported, via a confidential form which does not identify individuals. Dignity Contacts will be given appropriate training in relation to the policy and any relevant areas of the law. They will also be provided with ongoing support via termly review meetings and advice from the Human Resources team.

## **11.0 CONTACTS AND FURTHER INFORMATION**

11.1 UCU and Unison have representatives who specifically focus on Equality and Diversity aspects, and are willing to speak to individuals who may have concerns around Dignity at Work.

Jonathan Davies - x23420, [J.D.Davies@warwick.ac.uk](mailto:J.D.Davies@warwick.ac.uk)

Antonia Mayers - x22030, [A.T.Mayers@warwick.ac.uk](mailto:A.T.Mayers@warwick.ac.uk)

- 11.2 Further information is available from <http://www2.warwick.ac.uk/services/equalops/> or from your link HR Adviser.
- 11.3 If you require this publication in hard copy or in an alternative format please contact HR.

## SOURCES OF ADVICE AND SUPPORT

University Counselling Service - ext 23761 or  
<http://www2.warwick.ac.uk/services/tutors/counselling/staffcounselling/appointments/>  
 Health Centre - ext 24888  
 Samaritans - 08457 90 90 90 (open 24 hours)  
 Coventry Citizens Advice Bureau – 02476 223284  
 College and University Support Network - <http://www.ucu.org.uk/recourse>  
 Equality and Human Rights Commission – [www.equalityhumanrights.com](http://www.equalityhumanrights.com) or 0808 800 0082 / Text  
 phone 0808 800 0084 or [www.equalityadvisorysupportservice.com](http://www.equalityadvisorysupportservice.com)

## DIGNITY CONTACT VOLUNTEERS

CONTACT	JOB TITLE	DEPARTMENT	TEL NUMBER/E-MAIL
Jane Barlow	Professor of Public Health	Medical School	<a href="mailto:Jane.Barlow@warwick.ac.uk">Jane.Barlow@warwick.ac.uk</a> 024 7657 4884
Julie Taylor	Events & Operations Manager	Warwick Food & Drink	<a href="mailto:Julie.M.Taylor@warwick.ac.uk">Julie.M.Taylor@warwick.ac.uk</a> 024 7657 2654
Vicki Boyd	Food & Drink Manager	Warwick Food & Drink	<a href="mailto:Vicki.Boyd@warwick.ac.uk">Vicki.Boyd@warwick.ac.uk</a> 024 7657 4538
Carolyn Quinney	Operations Manager	Sports Centre	<a href="mailto:C.Quinney@warwick.ac.uk">C.Quinney@warwick.ac.uk</a> 024 7652 4733
Jane Watkins	Accommodation Services Campus Manager	Warwick Accommodation	<a href="mailto:Jane.Watkins@warwick.ac.uk">Jane.Watkins@warwick.ac.uk</a> 024 7657 3026
Pippa Collins	Accommodation Services Manager	Warwick Accommodation	<a href="mailto:Pippa.Collins@warwick.ac.uk">Pippa.Collins@warwick.ac.uk</a> 024 7652 2753
Jim Sewell	Senior Finance Officer - Fees	Academic Office	<a href="mailto:James.Sewell@warwick.ac.uk">James.Sewell@warwick.ac.uk</a> 02476 522739
Clive Singleton	General Manager Conference Park and Events	Warwick Conferences	<a href="mailto:Clive.Singleton@warwick.ac.uk">Clive.Singleton@warwick.ac.uk</a> 024 7652 8285
Fal Patel	HR Officer	Biological Sciences	<a href="mailto:Fal.Patel@warwick.ac.uk">Fal.Patel@warwick.ac.uk</a> 024 7652 3564

All Dignity Contacts have been trained and cover a wide range of staff roles and departments. You may choose to approach a contact within or outside of your Department and you may approach any of the Contacts directly. Alternatively, please contact Sandra Beaufoy in Human Resources (ext 74479, e-mail: [S.Beaufoy@warwick.ac.uk](mailto:S.Beaufoy@warwick.ac.uk)) if you want to discuss the selection of an appropriate Dignity Contact.