



Unacceptable Behaviour Policy



1. Policy Introduction

This policy sets out Legal & General Affordable Homes' (L&G) approach to managing unacceptable behaviour directed towards L&G employees and representatives while they are delivering services on behalf of the organisation.

L&G is committed to providing a safe and respectful working environment and does not tolerate behaviour that is abusive, threatening, or otherwise unacceptable.

2. Policy Statement

L&G does not expect its employees or representatives to tolerate unacceptable behaviour and will take appropriate action to protect them from such behaviour.

L&G will not accept communication or conduct that is, for example:

- Abusive or offensive
- Aggressive, threatening or defamatory
- Unreasonably persistent or demanding

L&G is committed to ensuring that all employees and representatives are treated fairly, reasonably, and with dignity and respect, without discrimination on the grounds of race, religion or belief, sex, sexual orientation, disability, age, gender reassignment, marriage and civil partnership, pregnancy and maternity, or any other protected characteristic.

L&G recognises that some individuals may have disabilities, health conditions, communication needs or personal circumstances that affect how they engage with services. Where concerns about behaviour arise, we will consider these circumstances, make reasonable adjustments where appropriate, and take a fair, proportionate and individualised approach before determining any action.

L&G will comply with this policy and any associated procedures and guidance and expects the same standards of behaviour and compliance from any organisation or individual working with or on behalf of L&G.

3. Policy Aims

The aims of this policy are to ensure that:

- L&G provides a safe working environment in which employees and representatives can carry out their duties without fear of harassment, abuse, or intimidation, enabling services to be delivered efficiently and effectively.
- All L&G employees, contractors, and partners clearly understand L&G's approach to managing unacceptable behaviour and recognise that L&G will not tolerate violence, abuse, or harassment towards employees and its representatives.

4. Legal Framework

This policy is designed with consideration of the following legal and statutory instruments.

- Health and Safety at Work etc Act 1974 (HSWA)
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010
- Disability Discrimination Act 1995



Further guidance is available from the Health and Safety Executive (HSE): [Violence and aggression at work - HSE](#)

5. Defining Unacceptable behaviour

For the purposes of this policy, unacceptable behaviour generally falls into one or both of the following categories:

Aggressive, Abusive, or Offensive Behaviour

All employees and representatives have the right to carry out their roles without being subjected to aggressive, abusive, or offensive behaviour, regardless of the circumstances.

Examples include, but are not limited to:

- Threats of physical harm or violence
- Swearing, shouting, or intimidating behaviour
- Personal abuse or insults
- Discriminatory language or behaviour, including racist, sexist, homophobic, transphobic, cultural, or religious remarks
- Rudeness, including inflammatory, derogatory, or unsubstantiated allegations against employees or representatives

Unreasonable Behaviour, Demands or Persistence

Unreasonable behaviour may arise where individuals make excessive or disproportionate demands in relation to the level of service provided, timescales, or frequency of contact.

Examples include, but are not limited to:

- Demanding responses within unreasonable timescales
- Repeatedly contacting L&G about the same issue without providing new or relevant information
- Excessive telephone calls, emails, or written correspondence
- Sending duplicate correspondence to multiple employees or representatives
- Insisting on contact with a specific employee who is not responsible for the matter
- Persistently refusing to accept decisions or explanations, including where issues fall outside L&G's authority
- Contacting L&G through multiple channels or individuals about the same issue

6. Managing Unacceptable Behaviour

Where possible, L&G will seek to resolve issues through informal discussion or voluntary agreement, allowing the customer the opportunity to modify their behaviour. Mediation or support from third parties may also be considered.

If unacceptable behaviour continues, L&G may issue a formal written warning. This will set out the actions L&G may take if the behaviour does not improve. Where necessary, formal action may include, but is not limited to:

- Restricting the method, frequency, or duration of contact for a specified period
- Restricting contact to a specific employee or team



- Ending telephone calls where abusive or unacceptable behaviour continues after a warning
- Requiring visits to be conducted by two employees or representatives
- Restricting contact with a specific employee or representative
- Limiting the number of issues considered within a set timeframe
- Declining to progress matters unless new and relevant information is provided
- Referring the individual to other agencies for support

In the most serious cases, L&G may take legal action, including but not limited to:

- Applying for an injunction
- Taking action to end a tenancy
- Contacting the police

7. Appeals Against Contact Restrictions

Customers have the right to appeal a formal decision to restrict contact under this policy.

Appeals must be submitted in writing within five working days of receiving notice of the restriction and must explain why the decision is considered unjustified. A manager who was not involved in the original decision will review the appeal and provide a written response within ten working days.

8. Training

Training is a key measure in preventing and managing incidents of violence and unacceptable behaviour and is a core consideration in any risk assessment relating to violence at work. It supports employees and representatives to recognise situations where there may be an increased risk and to respond appropriately.

L&G will ensure that appropriate training in de-escalating confrontational situations is provided, along with guidance on the actions that employees should take to protect their own safety and the safety of others.

9. Reporting and Recording

All incidences of unacceptable behaviour must be reported and recorded.

Reporting enables managers to respond promptly, understand the nature and scale of unacceptable behaviour, and determine appropriate actions. It also supports the safe and lawful sharing of relevant information with other parties where appropriate.

Incidents of unacceptable behaviour should be reported in line with L&G's existing procedures for reporting accidents, incidents, or near misses. An individual employee's assessment of the incident is an important factor in determining whether an incident should be reported and what action may be required.

Where unacceptable behaviour occurs during telephone contact, a record of the incident must also be made.

10. Support for employees

All reports of unacceptable behaviour, including violence, threats, harassment, or intimidation directed towards employees and representatives, must be taken seriously by managers. Appropriate procedures are in place to ensure that anyone affected receives timely support and reassurance following an incident.



Immediate support and reassurance should normally be provided by the individual's line manager or in more serious or ongoing cases, advice and support may be sought promptly from relevant internal or external services, including:

- Occupational Health
- Human Resources
- External counselling services
- Victim Support
- Specifically trained Mental Health Support Officers
- L&G's Employee Wellbeing Service (EAO and Virtual GP)

11. Equality and Diversity

L&G will treat all customers and staff with fairness and respect. We value diversity and work to promote equality and tackle unlawful discrimination.

We are committed to helping customers to access information about their homes and services in a way that suits individual needs.

12. This policy will apply to the following entities:

Legal & General Affordable Homes Limited
 Legal & General Affordable Homes (AR) LLP
 Legal & General Affordable Homes (Capital) Limited
 Legal & General Affordable Homes (Development 3) Limited
 Legal & General Affordable Homes (Investment 1) Limited
 Legal & General Affordable Homes (Investment 2) Limited
 Legal & General Affordable Homes (Investment 3) Limited

Accountable Director	Karen Heaney, Director of Customer, Property and Platform
Approval Date	July 2026
Review Date	July 2028 (or more frequently subject to any changes in regulatory, legislative and/or areas of best practise where a review is required sooner than the planned review date)

Unacceptable Behaviour Policy – new July 2026



Record of Amendments

Date of Issue	Issue Number	Revised Pages	Details of Revision
16/11/2021	V1	3,4	Update to reflect new corporate structure
Oct 2023		3	Reviewed in line with requirements. Updated links to HSE pages. Pending Approval.
25/10/2023			Review approved by exec.
11/11/2025			Bi-Annual Policy Review Undertaken. Review Due Date Amended to October 2027 Transposed into new policy template
03/06/2026	New	All	New housing management focussed policy drafted