

# Talk2Me

*Guide for promoting diversity and managing  
the cases of mobbing*



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## I. About the Talk2ME project

*Talk2ME: Raising awareness on the phenomenon of mobbing against migrant workers* addresses the widespread issue of mobbing (workplace harassment) targeting migrant workers in Europe. **Mobbing** – also referred to as workplace bullying or psychological harassment – is a persistent and targeted pattern of hostile behaviour directed at an employee by colleagues, supervisors, or both. Unlike isolated conflicts, mobbing involves repeated actions such as exclusion, verbal abuse, intimidation, or undermining of work, which together create a toxic work environment that damages the victim’s dignity, health, and professional performance.

The project highlights the lack of sufficient organizational-level programs and tools to address this problem effectively, particularly concerning the specific challenges faced by migrant workers from diverse cultural backgrounds. The project aims to fill this gap by providing effective training and resources to managers, HR professionals, and migrant workers. Indeed, this guide for promoting diversity and managing cases of mobbing has been developed to support managers, HR professionals, and team leaders in creating safer and more inclusive workplaces. Its primary aim is to provide accessible information and a set of practical recommendations that will help prevent all types of mobbing behaviours and guide managers in addressing them effectively whenever they arise. Beyond offering general awareness, the guide serves as a practical handbook that can be applied in day-to-day organizational settings, regardless of sector or size.

Mobbing does not occur in isolation. It is often the result of a combination of individual and organizational factors, including workplace cultures that tolerate inappropriate behaviours, managers with poor people management skills, insufficient or unsupportive leadership structures, and persistent stressors and risks within the work environment. These conditions can allow patterns of psychological harassment to develop and escalate if they are not properly identified and addressed.

In this context, the guide represents an added value. It not only consolidates the knowledge managers may already have received in training or through experience, but also provides structured guidance for promoting diversity, protecting employee well-being, and fostering inclusive work environments. In addition, it clarifies how to distinguish mobbing from other harmful behaviours such as harassment or workplace violence, ensuring that managers can respond appropriately to each situation. Ultimately, the guide encourages proactive leadership that prevents mobbing before it starts, while also equipping managers with the tools to intervene decisively if such behaviours occur.

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Accordingly, Talk2ME includes a detailed analysis of mobbing to examine the current situation of this phenomenon against migrant workers across Europe, including legal frameworks, policies, and actions in different organizational environments; the project also works on dynamic learning program for managers and HR professionals to improve their ability to deal with mobbing and foster inclusion in the workplace. Also, Talk2ME is working on creating a practical guide for managers on promoting diversity in the workplace and effectively handling cases of mobbing. Lastly, the consortium is trying to promote awareness and develop and implement an awareness campaign through diverse media channels (videos, infographics, online platforms, etc.) to reach migrant workers, managers, and other stakeholders.

Among the main objectives of Talk2ME are to raise awareness among managers, HR professionals, and migrant workers about workplace mobbing and its impact; equip managers and HR professionals with the skills and tools to address and prevent mobbing effectively; empower migrant workers with knowledge of their rights and resources to protect themselves from mobbing; and promote a more inclusive and diverse work environment free from mobbing.

It is essential to point out that in light of these objectives, Talk2ME works to reach a series of outcomes such as a comprehensive report on the status of mobbing against migrant workers in Europe; a self-assessment tool for organizations to evaluate their practices regarding mobbing; a training curriculum and awareness program for managers, HR, and workers; a practical guide for promoting diversity and managing mobbing incidents and an awareness campaign implemented via multiple channels.

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## II. Address DE&I in the PREPARATION phase of the recruitment process and during RECRUITING

### *Strategies to identify and eliminate biases in the preparation and recruitment phases*

Employers can create a more equal, inclusive and fair recruitment process by developing strategies that include the identification and removal of biases as early as the planning phase. By increasing performance, stimulating innovation, raising employee satisfaction, and cultivating a favourable reputation in the marketplace, these strategies can also help the company accomplish its objectives besides benefiting the candidates. In addition, bias-free recruitment is not just a matter of ethical responsibility, but a strategic business decision that contributes to long-term success. Below are some key elements of an effective strategy:

- **Raising awareness & understanding the concept of unconscious biases**

Company-level awareness campaigns/sessions should be implemented in order to familiarize all employees and key actors involved in the recruitment process with the concepts of bias and unconscious bias. Moreover, these awareness efforts should also include concrete examples of the consequences of biases on the working environment dynamics.

- **Training on identifying biases for hiring managers and recruiters**

Complementary, the hiring managers and recruiters should benefit from targeted training on how to identify biases that could influence their choices and how these biases can directly influence the outcome of the recruitment process. Some examples of effective activities that can help reduce prejudices are group debates, scenario-based activities, and role plays.

Useful resource: [50 Ways to Fight Bias, a bias program to support women at work — Lean In.](#)

- **Encourage a diverse recruitment team**

A recruitment team formed of people with diverse backgrounds will generate a multitude of perspectives, which can help the identification of potential biases along the way.

- **Formulate bias-free job descriptions**

Job descriptions are a central element of the recruitment process, also serving as a marketing tool to attract candidates. The language used in these descriptions can unintentionally communicate if a person is fit or not for a certain position.

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Consequently, be aware of the used vocabulary, use inclusive language and analyze before publishing if your personal views or unconscious bias has impacted the text. One is also advised to include a diversity statement (if the company has one) and to use gender-neutral language.

- **Promote Diversity & Inclusion**

By nurturing your diversity and inclusion efforts, you can increase access to your workforce's capabilities, allowing your company to perform better in a competitive landscape. In addition to gaining advantages like increased innovation, improved employee engagement, and higher talent retention, you would also play a part in creating a more equitable and harmonious society. As we confront the challenges of the 21st-century workplace, embracing inclusion has become a necessity rather than an option; it is essential for ongoing business success.

**Resources:**

- [Actively Addressing Unconscious Bias in Recruiting - Recruiting - Harvard Business School](#)
- [50 Ways to Fight Bias, a bias program to support women at work — Lean In](#)
- [Inclusive hiring practices open your talent pool, make it easier to attract and retain top candidates, strengthen your brand and boost the bottom line. | Korn Ferry Academy](#)
- [How organizations can foster an inclusive workplace | McKinsey](#)
- [Inclusion In The Workplace And 6 Reasons Why It Matters](#)

***DE&I best practices to ensure an inclusive and fair recruitment process***

A multifaceted approach is necessary to ensure a truly diverse, equitable, and inclusive recruitment process, even before the job postings go live. First, the organization must define specific, measurable, achievable, relevant, and time-bound DE&I goals, setting numerical targets for the representation of underrepresented groups at every stage—from application to hiring. Methods for carefully tracking these metrics must be established. Job descriptions themselves require meticulous crafting. Language should be meticulously gender-neutral and culturally sensitive, avoiding potentially exclusionary terms. The focus should always be on essential skills and experience, not assumed demographics. A clear statement of the organization's commitment to Diversity, Equity, and Inclusion (DE&I) must be prominently featured. A thorough self-assessment of current recruitment practices is vital. This involves carefully reviewing historical hiring data to identify any existing disparities and critically analysing all recruitment materials—job descriptions, application forms, and interview protocols—to detect biased language or implicit assumptions that might unconsciously exclude qualified candidates.

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All personnel involved in recruitment—recruiters, hiring managers, interviewers—require comprehensive training on DE&I principles, unconscious bias, and best practices for fair and inclusive hiring. This is not a one-time event but rather an ongoing process of continuous learning and development. The recruitment strategy must be proactive and expansive beyond traditional job boards. Partnerships with organizations serving underrepresented groups, attendance at diversity-focused job fairs, and strategic use of social media platforms popular among diverse communities are essential. Employee referral programs can also be influential, but these programs must be carefully structured to avoid perpetuating existing biases.

Blind resume screening should be implemented where legal and feasible. This involves removing identifying information like names, addresses, and ages from resumes to minimize unconscious bias during initial screening. The focus should remain squarely on skills and experience. The interview process must be structured using pre-determined competency-based questions to ensure consistent and fair evaluation of all candidates while minimizing subjective judgments and bias. Diverse interview panels, composed of individuals from various backgrounds and perspectives, further broaden the range of viewpoints and enhance objectivity. Regardless of the selection outcome, candidates should receive clear and timely communication. This includes updates on application status, interview scheduling, and decision outcomes. Consistent tracking and analysis of diversity metrics at each recruitment phase (application, interview, offer, hire) are essential. Data analysis reveals disparities and informs needed process adjustments. Regular evaluation of DEI initiatives and ongoing improvement is crucial. Finally, an inclusive onboarding process is vital for the long-term success of a diverse workforce. This process should be culturally sensitive, provide networking and mentorship opportunities, and clearly articulate the organization's values.

#### Resources:

- McKinsey & Company. (2020). *Diversity wins: How inclusion matters*. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/diversity-wins-how-inclusion-matters>
- CIPD (Chartered Institute of Personnel and Development). (2021). *Diversity and inclusion at work: Facing up to the business case*. CIPD Report. <https://www.cipd.org/uk/knowledge/reports/diversity-inclusion-work>
- OECD. (2020). *Diversity and Inclusion in the Workplace: Leveraging Differences to Drive Innovation*. OECD Publishing.

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### III. Foster an inclusive and mobbing-free workplace environment in the ONBOARDING phase

#### *Introducing the Talk2ME key resources*

A central pillar of fostering an inclusive, mobbing-free workplace during onboarding is the dynamic awareness training developed as part of the Talk2ME project. This training is designed to equip both managers/HR professionals and all employees with the knowledge and skills necessary to recognize, prevent, and address mobbing (workplace harassment), with a particular focus on supporting migrant workers.

For management and HR, the training offers a comprehensive curriculum—delivered through the innovative Talk2ME learning programme and train-the-trainer sessions—focused on developing key competencies to identify, prevent, and act against mobbing. This approach goes beyond traditional training by integrating content and activities applied to real workplace objectives, ensuring practical relevance and immediate applicability. The curriculum covers not only the identification and prevention of mobbing but also concrete steps for managers, HR, witnesses, and victims to take when incidents occur.

For all workers, the awareness training introduces targeted awareness training to help everyone understand what mobbing is, how it manifests, and the consequences for individuals and organizations. This training empowers employees to identify mobbing behaviours, understand their rights, and know how to seek support or intervene appropriately. By involving both management and staff, the awareness training creates a shared foundation of understanding and responsibility, directly contributing to a healthier and more inclusive work environment.

Complementing the training, the campaign developed in Work Package 5 serves as a key resource for embedding a culture of inclusion and zero tolerance for mobbing across the organization. The campaign aims to increase visibility and understanding of the mobbing phenomenon—what it is, how it occurs, and its effects on individuals and the workplace. Through a diverse set of tools—including videos, posters, infographics, and a comprehensive awareness toolbox—the campaign ensures that all employees, especially migrant workers, are informed about their rights and the organizational policies protecting them from mobbing and related forms of harassment.

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The campaign is designed not only to inform but also to motivate managers and workers to participate in training activities and to foster a proactive approach to preventing mobbing. By engaging multiple stakeholders and utilizing accessible, visually engaging materials, the campaign reinforces the messages delivered in the training and sustains awareness beyond the organisations and initial onboarding period. The resources produced are adaptable for different organisational contexts and remain available for ongoing use, supporting long-term cultural change.

Together, the awareness training and the awareness campaign provide a comprehensive, complementary strategy for fostering an inclusive and mobbing-free workplace. The training builds essential competencies and empowers both leaders and staff, while the campaign sustains visibility, encourages participation, and embeds key messages into daily organizational life. By integrating these resources into the onboarding phase, organizations lay a strong foundation for diversity, equity, and inclusion — helping all employees, regardless of background, to thrive in a safe and respectful environment.

### *Key highlights from the project's pilots*

The pilot of the Talk2ME project was implemented across all partner countries. This comprehensive training program addressed the issue of mobbing by providing participants with knowledge, skills, and resources to combat it effectively, empowering participants at all levels of an organization to contribute to a healthier and more inclusive work environment while aligning with European values of equality, human dignity, and diversity. The feedback collected during these sessions provided valuable insight into the practical realities of implementation, as well as the diverse needs of both migrant employees and the professionals working with them.

Participants across all pilot sites welcomed the initiative as a much-needed resource in their workplaces or training environments. One of the most consistent findings was the participants' limited familiarity with the term "mobbing" itself. This highlighted the importance of dedicating early sections of the guide to defining and contextualizing mobbing in accessible language, particularly in intercultural and multilingual environments. The pilots confirmed that addressing mobbing requires a common understanding of the concept, and that terminology must be adapted to local realities while retaining a shared European perspective.

In terms of numbers, 124 trainees in 6 countries participated in the training course with further 1002 participants in the awareness sessions. Besides the quantity, the quality of the training was also showcased through an ex-ante and ex-post evaluation, proving an

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improvement of participants' competences. This is also evidenced by the trainees' satisfaction with 53% rating the training as Excellent.

The methodologies used during the pilot trainings were generally well-received, particularly those that emphasized active engagement, reflection, and experience sharing. Participants appreciated the use of real-life case studies and role-plays, which facilitated empathy and promoted deeper understanding of the impact of workplace harassment. These techniques were not only effective in conveying content but also in building trust among participants—a necessary condition for tackling sensitive topics such as discrimination and workplace abuse.

However, the pilots also revealed the need for greater flexibility in the application of the tools. Different professional contexts, such as corporate environments, NGOs, or public services, required varied levels of depth and customization. This underscores the importance of developing materials that can be tailored to specific audiences and local realities, without losing their core objectives.

Another key outcome was the recognition of the role that organizational culture plays in either enabling or preventing mobbing. Several participants pointed out that while awareness-raising is vital, it must be supported by institutional commitment and long-term efforts to foster inclusive and respectful environments.

Crucially, the pilots emphasized the importance of including the lived experiences of migrant workers in the training sessions. Personal stories and participatory discussions proved powerful in raising awareness and generating empathy among participants. These moments helped to ground the abstract concept of mobbing in concrete, relatable situations, making the issue more tangible and urgent for those involved in the sessions.

In summary, the pilot phase validated the relevance of the Talk2ME approach in addressing mobbing against migrant workers and revealed key areas for improvement. The feedback gathered across the different countries offered concrete suggestions to enhance the clarity, accessibility, and adaptability of the project's materials, contributing essential input for the next development phase.

### ***Practical tips for both employers and employees to foster an inclusive and respectful work environment***

Fostering an inclusive and respectful work environment requires joint efforts from both employers and employees. Thus, here you can find a series of practical tips that the two parties can follow to advance the values of diversity, equity and inclusion at the workplace. The following recommendations are grounded in the practical experience and evidence gathered during the Talk2ME project. Throughout its implementation, Talk2ME engaged with

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more than 100 employers and managers across Europe, representing diverse sectors such as healthcare, manufacturing, education, and services.

By facilitating workshops, piloting training sessions, and collecting feedback from HR professionals and employees, the project identified common challenges and effective solutions for fostering inclusive, respectful, and mobbing-free workplaces. These tips therefore reflect not only theoretical best practices but also the shared experiences of organizations that have confronted and addressed mobbing in real-life contexts

### Tips for employers

- **Develop a clear diversity and inclusion policy**

Ensure that your company has an in-force policy addressing diversity and inclusion, defining the importance of the two values, the commitment to respect for all its members and the position of zero-tolerance towards mobbing, discrimination and harassment.

- **Celebrate diversity through different cultural activities**

Organize activities that celebrate different cultures and food traditions, encouraging your employees to express themselves and celebrate their unique backgrounds. Moreover, one can celebrate diversity by building diverse teams, actively considering representation when forming project teams/group work.

- **Promote equal opportunities**

It is essential to guarantee that the processes of recruitment, hiring, and promotion are fair and devoid of any bias.

- **Lead by example**

The managing actors should model inclusive conduct and be held accountable when necessary.

- **Offer access to learning opportunities and resources concerning DE&I**

Offer access to various mental health and well-being resources that address the diverse needs of employees, ensuring that everyone feels appreciated and supported. In addition, make sure that your managing team and employees have access to diversity management training or relevant resources that help them understand the DE&I values.

### Tips for employees

- **Actively participate in DE&I activities**

Be proactive in building awareness for DE&I, participate in related events and activities, participate in diversity-related trainings.

- **Be respectful and mindful to your colleagues**

Consciously acknowledge and value the diverse characteristics of your colleagues. Recognize and honor cultural, religious, and individual distinctions without forming judgments. Remain aware of any preconceived notions and stereotypes you may hold regarding your coworkers based on their appearance, background, or identity.

- **Encourage inclusivity during team tasks/teamwork**

Foster an environment that promotes collaboration and the exchange of ideas among team members with varied backgrounds. Actively pursue diverse viewpoints to enhance the quality of team discussions and results.

- **Provide & seek constructive feedback**

When the context arises, provide constructive feedback, by carefully formulating your point of view without attacking your colleagues. Be open to receiving feedback and improving your approach.

### Tips for both employers and employees

- **Celebrate progress**

Recognising achievements in diversity, equity, inclusion, and respectful workplace practices is essential to sustaining motivation and engagement. Celebrating progress can take many forms: highlighting improvements in employee satisfaction surveys, acknowledging successful conflict resolutions, or publicly recognising teams that exemplify inclusive values. Small gestures, such as newsletters, “inclusion moments” during staff meetings, or annual diversity awards, can reinforce the message that positive behaviours matter. Importantly, progress should not only be celebrated at the organizational level but also within teams, where day-to-day examples of respectful collaboration set the tone for workplace culture.

- **Practice empathy**

Empathy is a cornerstone of an inclusive and respectful environment. It means taking the time to understand colleagues’ perspectives, emotions, and challenges, especially when cultural, linguistic, or social differences are involved. Practising empathy involves active listening, asking questions without judgment, and being open to different viewpoints. For managers, empathy also includes recognising the pressures employees may face and responding with

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flexibility and support. For employees, empathy fosters solidarity and cooperation, reducing the likelihood of misunderstandings escalating into conflict. Training programmes and role-play exercises can help develop empathy as a practical skill, not just a personal trait.

- **Foster psychological safety**

Psychological safety refers to a work environment where individuals feel secure in expressing their ideas, concerns, or mistakes without fear of humiliation or retaliation. Both employers and employees have a role to play in fostering such an environment. Managers should model openness by encouraging questions and acknowledging their own limitations, while employees can contribute by supporting colleagues who speak up. Creating psychological safety means establishing clear norms: respect for all contributions, zero tolerance for ridicule or mobbing behaviours, and mechanisms for safe reporting of concerns. When psychological safety is prioritised, teams become more innovative, resilient, and cooperative, because people feel valued and protected.

**Resources:**

- [How diversity, equity, and inclusion \(DE&I\) matter | McKinsey](#)
- [Why Diversity Programs Fail](#)
- [How to Develop an Inclusion and Diversity Initiative](#)
- [Inclusion at Deloitte \(good practice\)](#)
- [forrester-diversity-report-2021.pdf](#)

*Case studies, both retrieved from online sources and from those directly involved in the project (successful stories, good practices)*

## Türkiye

### **February 5-11 Anti-Mobbing Week: The Need for a Legal Framework to Combat Mobbing in Turkey**

**Description of the awareness campaign:**

In Turkey, mobbing remains a critical issue disrupting workplace harmony and causing individual and societal harm. Within this context, "Anti-Mobbing Week," held from February 5 to 11, emerges as a significant initiative aimed at raising public awareness. The theme for 2023 was "The Need for an Anti-Mobbing Law," with the slogan "Don't Take It Personally, Commit Your Heart to Your Country."

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The campaign, led by the Mobbing Prevention Association, focused on highlighting the necessity of a comprehensive legal framework to address mobbing. Through year-long activities involving various stakeholders, the campaign sought to foster societal awareness, promote victim support, and advocate for legislative change.

#### Description of the used approach:

The campaign employed the following methods to combat mobbing and promote awareness:

1. **Awareness Campaigns:** Informative content on the detrimental effects of mobbing was disseminated via national media and social media platforms, calling for societal action.
2. **Educational Activities:** Workshops, panel discussions, and seminars were organized to educate employees about preventive measures against mobbing.
3. **Collaboration with Civil Society:** Over 30 civil society organizations (CSOs) supported the campaign, fostering a unified approach to addressing mobbing in the workplace.
4. **Advocacy for Legal Frameworks:** The campaign's primary goal was to advocate for the enactment of an independent "Anti-Mobbing Law" to provide a robust legal basis for combating workplace harassment.

#### Actors involved:

1. **Mobbing Prevention Association:** The main organizer of the campaign, providing victim support and raising awareness.
2. **CSOs and Trade Unions:** Numerous organizations and unions, such as SAHİM-SEN and the Liberty Trade Unions Confederation, collaborated in the campaign.
3. **Public Institutions:** Government bodies such as the Ministry of Justice and the Ministry of Labor and Social Security were indirectly involved.
4. **Media and Press:** National and local media outlets played a crucial role in reaching a broader audience and amplifying the campaign's message.

#### Outcomes:

1. **Increased Public Awareness:** Year-long activities effectively highlighted the impacts of mobbing on individuals and society.
2. **Victim Support Services:** The Mobbing Prevention Association reported receiving 81% of complaints from private-sector employees and 19% from public-sector employees, providing legal and psychological assistance.

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3. **Call for Legislative Action:** The campaign created a strong public demand for independent legislation addressing mobbing.
4. **Strengthened Civil Society Collaboration:** The campaign fostered a culture of collective action among civil society organizations to combat mobbing.

**Useful links:**

Important news sources are listed below.

- [Video: Anti-Mobbing Week campaign highlights](#) – Short awareness video about mobbing and prevention actions.
- [Mobbing Prevention Association – Anti-Mobbing Week](#) – Official page of the 5–11 February Anti-Mobbing Week in Turkey.
- [Erzurum Günebakış News – 2024 Anti-Mobbing Theme](#) – News coverage announcing the yearly theme for anti-mobbing efforts.
- [Hür-Sen Trade Union – Anti-Mobbing Week statement](#) – Trade union solidarity during the awareness week.
- [Başkent Gazette – Call for an Anti-Mobbing Law](#) – Article stressing urgency for a national law.
- [Üreten Ankara – Mobbing law proposal](#) – Advocacy piece calling for legislative change.
- [Adana Yerel Haber – Need for anti-mobbing legislation](#) – Local media highlighting legal gaps.
- [Kanal B Zonguldak – Parliamentary discussion on mobbing law](#) – News about political debate on mobbing law.
- [Yeni Ufuk – Union demand for legal protections](#) – Trade union’s stance on workers’ dignity and anti-mobbing law.
- [İhlas News Agency – Need for a national anti-mobbing law](#) – Coverage of civil society calls for stronger protections.

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## Italy

### **“Mobbing Awareness Campaign” by the Italian Ministry of Labour**

#### **Description of the awareness campaign:**

In Italy, the issue of mobbing—defined as systematic bullying in the workplace—has garnered increasing attention, leading to the launch of the “Mobbing Awareness Campaign” by the Italian Ministry of Labour. This campaign aims to educate employers and employees about the nature and implications of workplace bullying. Initiated in 2016, the campaign promotes legal frameworks, provides tools for reporting incidents, and encourages the establishment of supportive workplace cultures. It emphasizes the importance of proactive measures to prevent mobbing, such as fostering open communication, motivating staff, and instilling a zero-tolerance policy towards bullying behaviour. By creating a comprehensive national campaign, the Ministry seeks to diminish the stigma associated with reporting and create a more supportive work environment.

#### **Description of the used approach:**

The campaign adopts a multi-faceted methodology involving awareness-raising through informative seminars, workshops, and online resources. It provides easy access to information on legal rights and available support. Training sessions are organized to equip human resources managers with strategies for addressing and preventing mobbing. The campaign also utilizes a robust digital platform to disseminate educational materials and host discussions. Employers are encouraged to develop internal policies backed by the information provided, making it easier for employees to report mobbing incidents safely.

#### **Actors involved:**

Key actors in this initiative include the Italian Ministry of Labour, labour unions such as CGIL and CISL, various mental health organizations, and educational institutions that contribute to research and training dissemination. Collaborating with these organizations enhances the resources available to create practical training and awareness initiatives. Key actors in this initiative include the Italian Ministry of Labour, labour unions such as CGIL and CISL, various mental health organizations, and educational institutions that contribute to research and training dissemination. Collaborating with these organizations enhances the resources available to create practical training and awareness initiatives.

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### Outcomes:

The Mobbing Awareness Campaign has reported a substantial increase in awareness regarding mobbing, leading to a rise in employees feeling empowered to report incidents. Many participating companies have adopted formal anti-mobbing policies, significantly decreasing reported mobbing incidents in workplaces that implemented the campaign's recommendations. Additionally, preliminary studies show an improvement in overall workplace morale and a reduction in employee turnover.

### Useful links:

- Italian Ministry of Labour: [Ministero del Lavoro e delle Politiche Sociali](#)
- Detailed information on mobbing: [ISPESL Mobbing Guidelines](#)

## Cyprus

### "The Harmony Alliance – Addressing Mobbing in Public Sector Workplaces"

#### **Description of the National Practice/Case:**

The "Harmony Alliance" was launched in 2020 as a strategic collaboration between the Cyprus Public Administration Academy (CAPA) and the Ministry of Justice and Public Order to address the pervasive issue of mobbing in public sector workplaces. Public administration in Cyprus had been grappling with workplace harassment issues, with studies highlighting concerns about hierarchical pressures, inadequate communication, and limited conflict resolution mechanisms.

This initiative sought to establish a safe and inclusive environment for public sector employees by introducing tailored anti-mobbing training programs, comprehensive policy reforms, and a robust mediation framework. It recognized the unique challenges faced by public sector workers, including rigid hierarchies and fewer avenues for raising concerns. The Harmony Alliance piloted its approach in six major government departments, equipping them with resources to effectively identify and manage mobbing cases. Its success during this phase underscored the potential for broader implementation across the public sector. By fostering trust and addressing systemic issues, the initiative demonstrated a strong commitment to safeguarding the mental health and productivity of public sector employees, setting a standard for similar programs in the private sector.

#### **Description of the Used Approach/Methodology**

The Harmony Alliance adopted a structured, multi-dimensional methodology tailored to the unique context of public sector workplaces:

1. **Training Modules:** CAPA developed specialized training programs for employees and supervisors, focusing on recognizing mobbing behaviours, conflict resolution, and fostering a respectful workplace culture.
2. **Mediation Program:** Independent mediators were appointed to provide confidential and impartial conflict resolution services, addressing disputes before they escalated.
3. **Policy Reforms:** The Ministry of Justice revised public sector workplace conduct policies, incorporating clear definitions of mobbing and establishing transparent procedures for addressing complaints.
4. **Monitoring Tools:** An anonymous reporting system was implemented, enabling employees to report incidents safely and follow up on their resolution.

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By combining education, mediation, and systemic accountability, the Harmony Alliance created a framework that emphasized trust, transparency, and proactive conflict management.

### Actors Involved

The initiative's success stemmed from collaboration among key stakeholders:

- **Cyprus Public Administration Academy (CAPA):** Designed and delivered training modules tailored to public sector needs.
- **Ministry of Justice and Public Order:** Oversaw policy reforms and provided strategic guidance.
- **Public Sector Departments:** Served as pilot sites, adopting and testing the initiative's frameworks.
- **Trade Unions:** Advocated for employees and supported the enforcement of anti-mobbing policies.
- **Independent Mediators:** Played a crucial role in resolving conflicts, ensuring impartiality, and restoring workplace harmony.

### Outcomes

The Harmony Alliance achieved substantial results within its first three years. Reports indicated a 40% reduction in mobbing complaints across pilot departments and a 50% increase in employee confidence in reporting mechanisms. Mediators successfully resolved 80% of reported cases within three months, preventing escalation and fostering a more cooperative workplace culture. These successes prompted the initiative's expansion to all government departments by 2023, transforming public sector workplaces across Cyprus. The mediation framework also inspired similar initiatives in private organizations, contributing to a nationwide movement toward workplace harmony and mutual respect.

### Useful Resources:

- Cyprus Public Administration Academy (CAPA): <https://www.capa.gov.cy>
- Educational Videos: "*Building Respect and Mediation in Cypriot Public Workspaces*", available on the CAPA YouTube channel ([YouTube CAPA](#)).
- *Eurofound Report on Workplace Harassment in Europe* (2021): A regional perspective on mobbing and related challenges (<https://www.eurofound.europa.eu>)
- Local Media Feature: Cyprus Mail (2023) – "Harmony Alliance: Transforming Public Sector Culture in Cyprus" (<https://www.cyprus-mail.com>)
- *Mediation and Workplace Harmony Handbook* (2022): Available upon request from CAPA.

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- Ministry of Justice and Public Order, Cyprus: Policies and initiatives to address workplace harassment (<https://www.mjpo.gov.cy>)
- Research Paper: "*Workplace Harassment in Public Administration: The Cypriot Experience*" (2022) – Published by the University of Cyprus, Department of Social Sciences.
- Trade Union Network Cyprus: Support and advocacy for workplace dignity (<https://www.tradenetcyprus.org>)

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## "Respectful Workplace Initiative" by IG Metall

### Introduction of the National Practice/Case

The "Respectful Workplace Initiative," spearheaded by IG Metall (Industriegewerkschaft Metall), Germany's largest trade union, began in 2020 in response to rising reports of mobbing and workplace harassment within industrial sectors. IG Metall launched this campaign to raise awareness, educate workers, and advocate for legal frameworks ensuring safer workplaces. The initiative's core goal was to address mobbing, especially affecting migrant workers who are often marginalized due to cultural or linguistic differences.

The campaign highlighted the importance of preventing mobbing through awareness sessions, promoting open communication, and ensuring organizational accountability. IG Metall collaborated with multiple stakeholders to create a blueprint for fostering a positive work environment, setting a benchmark for industries nationwide.

### Description of the Used Approach/Methodology

The initiative implemented a three-pronged approach:

1. **Awareness Campaigns:** Conducted workshops, distributed educational materials, and launched social media campaigns targeting employers and employees.
2. **Policy Development:** Collaborated with legal experts to draft workplace policies that explicitly define mobbing and outline actionable steps for prevention and resolution.
3. **Support Systems:** Established confidential helplines and advisory centers for employees experiencing mobbing. This support extended to legal aid and counseling.

### Actors Involved

- **IG Metall:** Initiator and coordinator of the campaign.
- **Employers and HR Departments:** Industrial companies participated in awareness training.
- **Legal Experts and Consultants:** Helped develop comprehensive anti-mobbing policies.
- **Local Government Bodies:** Provided funding and support for policy advocacy.
- **Migrant Worker Associations:** Ensured inclusion and addressed cultural barriers to reporting mobbing.

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## Outcomes

- Over 500 industrial companies adopting tailored anti-mobbing policies.
- An increase in mobbing incident reporting by 35%, indicating greater awareness and trust.
- Development of a training toolkit for managers, now used in over 200 companies.
- Strengthened ties between labor unions, employers, and government bodies to combat mobbing.

## Useful Links and Resources

- **IG Metall Official Website:** <https://www.igmetall.de/>
- **Respectful Workplace Toolkit:** <https://www.igmetall.de/respectful-workplace>
- **Press Coverage:** Article in Handelsblatt, "Mobbing at Work – How IG Metall is Changing the Culture" (2021).
- **Social Media Channels:**
  - Facebook: [facebook.com/igmetall](https://www.facebook.com/igmetall)
  - Twitter: [@IGMetall](https://twitter.com/IGMetall)

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## Romania

### **Employers for respect Campaign – A.L.E.G. Association**

#### **Description of the awareness campaign:**

"Employers for Respect" is a campaign initiated and coordinated by A.L.E.G. association, which started in Sibiu in 2021 and has brought together over 40 NGOs and trade unions with the purpose of ratifying the ILO Convention No. 190 on the elimination of harassment and violence within the work environment. Backed by key players in civil society and Parliament decision-makers, the campaign fights for protecting those affected by harassment and supports them in engaging in a complaint process. Moreover, it highlights the importance of the subject and aims to push employers to take prevention.

Through the developed policy brief published in 2021 and the thematic policy brief on harassment of migrant workers published in 2023, A.L.E.G. documented the gaps identified in the national legal framework on harassment at the workplace and the weak implementation of the law.

#### **Description of the used approach:**

The campaign included the organization of several meetings with civil society representatives as well as other officials at the Romanian Government, the organization of a national conference dedicated to the ratification of the ILO Convention on the elimination of violence and harassment in the world of work; several press releases and media appearances.

These events were backed up by the two policy briefs developed by A.L.E.G., the one from 2021 and the one from 2023.

#### **Actors involved:**

Some of the actors involved in the campaign efforts and related work meetings are: the Economic and Social Council; the National Agency for Equal Opportunities; the National Council for Combating Discrimination and the Ombudsman; representatives from the Ministry of Labor; the Ministry of Family, Youth and Equal Opportunities; the Ministry of Justice; the Ministry of Internal Affairs; and the Ministry of Development and Public Administration.

Also, the campaign was backed up by over 40 NGOs and trade unions.

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**Outcomes:**

Following the campaign initiated by A.L.E.G. for the ratification of the ILO Convention, the Ministry of Labour has launched inter-institutional consultations in order to harmonize the legal framework and public policies with the standards of the Convention. Moreover, the following outcomes are to be noted:

- ✓ **In November 2023, the Romanian Government adopted the draft law** on the ratification of the International Labor Organization (ILO) Convention No. 190 concerning the elimination of harassment and violence in the world of work (C190).
- ✓ **On the 5<sup>th</sup> of March 2024, the Romanian Parliament adopted the law** for Romania's accession to the International Labor Organization Convention on the Elimination of Violence and Harassment in the World of Work (C190). This is the first convention that sets international legal standards for preventing and combating violence and harassment in the world of work - standards that will now also be applied in Romania.
- ✓ The campaign was awarded in October 2024 at the **Public Participation Gala**, national event organized by Public Participation Resource Center.

**Useful links:**

At the start of the "Employers for Respect" campaign, A.L.E.G. has published a study on the limits of the current legislative framework. It includes a series of concrete recommendations for Parliament, Government and employers to improve anti-harassment laws and public policies and their enforcement. The study is available here: [Policy-brief-ALEG-Angajatori-pentru-respect-2021-FINAL.pdf](#).

**Press release:** [A.L.E.G - „Ce ție nu îți place, altuia nu îi face” - comunicat de presă.](#)

**Visual resource:** [How we work \(RO\) poster.](#)

**A.L.E.G. Association Social Media Channels:**

Website: <https://aleg-romania.eu/>

Facebook: <https://aleg-romania.eu>

LinkedIn: [Asociația A.L.E.G. | LinkedIn](#)

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## Portugal

### Introduction of the national practice/case

Sanofi Portugal is known for its commitment to creating a diverse and inclusive workplace. The company has implemented various initiatives aimed at promoting employee well-being and fostering an inclusive culture, which is particularly important for its diverse workforce that includes many migrant employees. This case study focuses on Sanofi's efforts to prevent workplace discrimination and mobbing.

Sanofi's approach to diversity, equity, and inclusion (DEI) goes beyond compliance with legal requirements. The company actively works to create a work environment where all employees feel valued and respected. This involves implementing policies and practices that support cultural understanding and integration among staff from different backgrounds.

Sanofi has developed training programmes, mentorship opportunities, and awareness campaigns to ensure that diversity is respected and promoted throughout the organisation. These initiatives aim to create a supportive atmosphere where all employees can thrive, making Sanofi a potential model for other companies in Portugal, especially those with significant migrant workforces.

### Description of the used approach/methodology

Sanofi Portugal uses a comprehensive approach to promote diversity and prevent workplace discrimination:

- Cultural Competence Training: Regular workshops to help employees understand different cultures and encourage respectful interactions.
- Mentorship Programmes: Pairing new employees, including migrants, with experienced staff to assist with integration and professional growth.
- Inclusive Leadership Training: Training managers to effectively lead diverse teams and handle conflicts sensitively.
- "#ummilhãoediálogos" Initiative: A campaign encouraging open discussions about diversity, equity, and inclusion topics within the organisation.
- Well-Being Focus: Implementing health programmes that consider the diverse needs of employees.
- Anonymous Reporting System: Providing a confidential way for employees to report discrimination or mobbing without fear of retaliation.

This approach aims to create a workplace where all employees feel safe, respected, and valued.

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## Actors involved

### Internal Stakeholders

- **Executive Committee Members:** Sponsor and drive the Diversity, Equity & Inclusion (DE&I) strategy
- **Employee Resource Groups (ERGs):** Over 100 local groups working to promote diversity
- **Global ERG Leaders:** Facilitate idea and best practice sharing across countries

### Global ERG Structure

Sanofi has five global ERG strands:

- Gender+
- Generations+
- Pride+
- Ability+
- Culture and Origins+

### Leadership Commitment

- Each ERG has an Executive Committee member as a sponsor
- The company aims to have 50% women in senior leadership by 2025
- A unique DE&I Board includes external experts, Executive Committee members, and ERG representatives

### Additional Insights

- A DE&I community of approximately 150 active members in Brazil
- Focus on creating an inclusive environment that values diverse perspectives and backgrounds

## Outcomes

Sanofi Portugal's DEI initiatives have yielded significant outcomes:

- Recognition as "Best Leadership and Culture in Wellbeing" award recipient.
- Achieved Bronze Certification Seal in Corporate Health and Well-Being.
- Increased employee satisfaction and engagement scores in internal surveys.
- Enhanced reputation as an employer of choice for diverse talent.
- Reduced incidents of reported workplace discrimination.
- Improved cross-cultural collaboration and team performance.
- Increased innovation through diverse perspectives.
- Positive impact on employee retention rates, particularly among migrant workers.

These outcomes demonstrate the tangible benefits of Sanofi's commitment to creating an inclusive and supportive work environment.

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### Links to the resource, media outlet, relevant website/social media channels

- Official Website: [Sanofi Portugal](#)
- LinkedIn Page: [Sanofi LinkedIn](#)
- #ummilhãodediálogos Initiative: [LinkedIn Post](#)
- Sanofi Global Diversity, Equity & Inclusion Report: [DEI Report](#)
- [https://www.sanofi.com/assets/dotcom/content-app/documents/Human\\_right\\_activities\\_EN.pdf](https://www.sanofi.com/assets/dotcom/content-app/documents/Human_right_activities_EN.pdf)
- <https://www.sanofi.com/en/our-company/social-impact/diversity-equity-and-inclusion-in-and-beyond-the-workplace>

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## IV. Create awareness and manage cases of mobbing in the FOLLOW-UP phase

### *Introducing the Talk2ME self-assessment tool and the course*

Mobbing is a serious phenomenon that jeopardises both organisational harmony and the well-being of employers & employees. To combat mobbing, the Talk2ME project developed practical tools to identify mobbing incidents and raise public awareness of their negative impacts. These results are intended to equip people and organisations with the means to identify, stop, and mitigate mobbing behaviours. Hence, they enhance inclusive, healthy work environments where everyone can succeed by encouraging understanding and proactive solutions.

Accordingly, the Talk2ME: Health Work Environment Assessment Questionnaire is a tool designed for both migrant workers and employers, including human resources professionals, aiming to assess existent practices, policies and actions put in place for a healthy working environment. The tool has open access and is available in English and all the other Talk2ME partnership languages: German, Greek, Portuguese, Romanian and Italian. For migrant workers, this instrument facilitates the mapping of experiences and highlights any mobbing or harassment incidents. On the other hand, for employers and HR professionals, the questionnaire provides insights into potential areas of concern and opportunities for improvement. Additionally, the assessment tool is structured into 28 items, which cover various aspects of workplace dynamics and interactions, having a duration of completion of approximately 15 minutes.

Once completed, the respondent will receive a guidance report via email that will focus on continuing and exploring the ways in which they can implement positive change. Moreover, the email includes access to awareness campaign materials, dynamic learning programmes and guidelines for promoting diversity and effectively managing cases of mobbing.

Access the [Talk2ME: Health Work Environment Assessment in English here: Talk2ME: Healthy Work Environment Assessment.](#)

The Talk2ME Training Program's main objectives are to equip managers with the necessary skills to identify mobbing risks within organizations, raise awareness to this topic and develop competencies for addressing mobbing. The ultimate goal being to foster a healthy work environment, promote inclusion and diversity, and reduce the negative impacts of mobbing on health, wellbeing, relationships, and work performance.

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The Talk2ME comprehensive learning path also aims to empower individuals at all organizational levels to contribute to a healthier and more inclusive work environment while aligning with European values of equality, human dignity, and diversity.

The training program is structured into 5 modules, which address the following topics: Understanding the concept of Mobbing; Identifying and Addressing Mobbing Risks; Mobbing Awareness and Prevention for Migrant Workers; Intervention and Support; Creating Inclusive Work Environments. The program was designed for a desired duration of 24 hours: 10 synchronous and 14 asynchronous and for a blended learning approach.

The training materials can be accessed via the Talk2ME website in English and all the partner languages.

Lastly, the Talk2ME Awareness Toolbox is a dynamic resource, that includes a comprehensive guide for implementing impactful awareness activities and campaigns, along with an appealing set of materials like engaging videos, eye-catching posters, and informative infographics. By raising awareness, the toolbox supports professionals to understand the devastating consequences of mobbing and highlight the importance of reporting and taking action.

Access more information regarding the [Talk2ME Awareness Toolbox here: Awareness Toolbox - Talk2ME](#).

### ***Protocols and procedures for signaling and managing mobbing cases – refer to national legislation***

Workplace mobbing, or psychological harassment, is a serious issue addressed, albeit with varying approaches, across several European countries. While a unified, standardised approach doesn't exist, common threads of legal frameworks, employer responsibilities, reporting procedures, support services, and legal recourse are evident. This analysis considers Italy, Germany, Portugal, Romania, Turkey, and Cyprus:

**Italy:** Italy lacks a single, dedicated mobbing law. Legal recourse arises from the Civil Code (articles concerning personal dignity and harassment), the **Workplace Health and Safety Law (Legislative Decree No. 81/2008)**, and unlawful dismissal provisions (Article 2119 of the Civil Code). Employers are responsible for creating safe work environments and implementing preventative measures. Reporting typically begins internally, escalating to trade unions or labour authorities if necessary. Legal action involves filing a complaint with the labor court (Tribunale del lavoro). Support services such as psychological help and legal advice exist, though their specifics change according to the regions.

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**Germany:** Germany utilises the **General Act on Equal Treatment (AGG)**, which prohibits discrimination and implicitly addresses mobbing through its provisions against harassment. Employers must implement **preventive strategies**, respond promptly to incidents, and protect employees from **third-party harassment**. Internal **complaint mechanisms** are mandatory. Support services, particularly for migrant workers, are **highlighted**. Legal action is available under the AGG.

**Portugal:** Portugal takes a strong stance against harassment, classifying it as a serious offence with potential criminal liability (Article 29 of the Labour Code). **Law No. 93/2021 establishes a General Regime for the Protection of Whistleblowers**, with clear internal and external reporting channels through the IGF (Inspeção-Geral de Finanças). Employers are responsible for establishing reporting mechanisms and investigating complaints. Support services are implied through the emphasis on safe reporting. Victims can seek compensation and pursue criminal complaints.

**Romania:** Romania's **Law No. 167/2020** defines mobbing as any conduct negatively affecting working conditions. The last legislative update is represented by the **Decision No 970 of October 12, 2023**, stating that central and local government, civil and military institutions and authorities, as well as private enterprises are obliged to implement the **Methodology on preventing and combating gender-based harassment and moral harassment at the workplace**, based on the Guidelines on preventing and combating gender-based harassment and moral harassment at the workplace. Employers must implement this methodology, creating zero-tolerance policies and reporting procedures. Internal reporting is likely the first step, followed by external reporting. Legal action can be pursued through labour courts.

**Turkey:** Turkey doesn't have a specific mobbing law. Reporting is possible through multiple channels: internally within the organisation and externally to the Presidential Communication Center, the Grand National Assembly's Petition Commission, the Ministry of Labor and Social Security, the Human Rights and Equality Institution, and the Ombudsman Institution. Employers are responsible for preventing and addressing **psychological harassment**. A Psychological Harassment Committee assists in coordinating and addressing the issue. Legal recourse likely involves **existing labour laws and the institutions listed**.

**Cyprus:** Cyprus is at the proposal stage for a law criminalising schools, workplaces ("mobbing"), and military bullying, outlining specific penalties. No existing laws specifically address mobbing, but the proposed law would create a legal framework and likely define employer responsibilities, reporting procedures, and avenues for legal action once enacted.

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Although workplace mobbing is recognized as a major issue in the six European countries, the approach to the issue varies significantly. This is a reflection of the interaction among legal systems, cultural variations, and stages of legislative development. There are similarities in the areas of employer responsibility, various avenues of reporting, and legal recourse. In particular, some commonalities are:

- **Prohibition of harassment:** All countries, implicitly or explicitly, prohibit forms of psychological harassment.
- **Employer responsibility:** Employers bear a significant responsibility for creating safe environments and addressing mobbing.
- **Reporting mechanisms:** Multiple reporting channels exist, typically starting internally before escalating to external authorities.
- **Protection for victims:** Measures aim to protect victims from retaliation and safeguard their rights.
- **Legal recourse:** Various legal avenues exist for victims to seek compensation and justice.

However, substantial differences persist in terms of the level of legal detail of frameworks, the strength of protection for victims, the existence of formal whistleblowing procedures, and the presence of support services.

The continuous evolution of legislation in most of these nations demonstrates a continued effort to enhance worker protection and combat psychological harassment in the workplace.

## *Case studies with successful stories and tips for effective mobbing management*

### Türkiye

#### **LCW Mobbing Case**

##### **Description of the awareness campaign:**

This awareness campaign was developed after a suicide incident. A retail employee living in Samsun, Turkey, committed suicide and left a letter behind. In this letter, he held the regional manager of the retailer company responsible for his suicide. This situation was reported on national channels and newspapers and turned into an awareness campaign. The relevant company made a statement about the process and stated that it would follow up, and state bodies initiated legal processes.

Yavuz, who made statements about his suicide in an e-mail, started his sentences with the words, “This is not a suicide case. It is an execution case with E.C. as the executioner,” and held the regional manager responsible for his death. Yavuz, who stated that E.C. had been subjecting him to psychological violence and mobbing for 2 years since he started working as the regional manager, said in his letter, “My psychology has been turned upside down in the company where I spent 14 years. I have been subjected to serious mobbing since my wife left her job in a dramatic manner. The process that started with him taking me from an A-class store and giving me to a C-class store, caused me to stay away from my family by keeping me in Çorum for 4 months despite my request to come to Samsun. As if that were not enough, he gave me to a store in the center in Samsun and while I was getting my order, the process continued with him sending me to Çarşamba district 2 months later.” On the other hand, Yavuz stated in his letter that he was prevented from even receiving moving assistance from the company during this entire process.”

##### **Description of the used approach:**

The Turkish Government was forced to take action quickly in the mobbing incident highlighted by the written and visual media. Thus, the necessary investigations were carried out and the relevant persons were punished. In addition, the society created a boycott campaign and stated that they would not shop from this company. The company tried to reduce the society's anger by stating that they created a phone line for mobbing but that the employee who was subjected to mobbing did not make any complaints through this line.

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### Some comments:

- 1- “To put psychological pressure on a person and make him commit suicide is also murder, the note he left is enough to be the proof in our conscience, but I don't know if it is possible to judge these people, I wouldn't want to talk big if it was about someone from my family, but if these administrators are not judged, they will die too, my friends, the man has written about the murderer openly, we will follow the process.”
- 2- “I don't know if there is a sector without mobbing. If employees are not motivated, how will they be productive? I don't know how it is in other countries, but there is a system where the strong crush the weak and cause their unhappiness. Our people are already full of indecency and disrespect. They think that the more polite you are, the more you can do.”
- 3- “We had started boycotting Pinar products at the time and the boycott is still ongoing. This boycott had really bothered Pinar and affected its sales. It's LCW's turn. All companies that know how to treat their employees properly. I'm starting this boycott personally.”
- 4- “Working in the private sector in Turkey, issues such as what is experienced in the private sector, wages, pressures, and personal rights have now become a wound that needs to be addressed urgently. Even in the most capitalist countries, there is no such disgraceful private sector approach. Ours is slavery.”
- 5- “While the country is in boycott mode, it would be useful to add this LCW to the list. If you make those who live like losers and slimy mice as administrators, it will satisfy your ego like that.”

### Actors involved:

Some of the actors involved in the campaign efforts and related work meetings are: the Economic and Social Council; the National Agency for Equal Opportunities; the National Council for Combating Discrimination and the Ombudsman; representants from the Ministry of Labor; the Ministry of Family, Youth and Equal Opportunities; the Ministry of Justice; the Ministry of Internal Affairs; and the Ministry of Development and Public Administration. Disk-Social Workers' Union organized a protest in Ankara regarding this issue and stated that they are following up on this issue. (Press Release 5). Erkan Baş, the Chairman of the TİP Party in the Turkish Grand National Assembly, stated that they submitted a parliamentary question regarding this issue (Press Release 6). The Labor Party also published a declaration on this issue (Press Release 7). Many people commented and reacted on this issue on social media platforms (Press Release 8-9).

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**Outcomes:** After the incident, LCW company published a statement to inform the public about the incident and stated that it would follow up on the incident (Press Release 10). However, no other information has been made by the company even though a year has passed since the incident. There is information that the state has opened an investigation, but it will be shared when the investigation results in the case. However, social awareness has come into play on this issue and this incident has taken its place on the country's agenda. Therefore, in addition to the penalty to be issued by the court, businesses have seen how society will react in the event of mobbing practices and a serious warning has been made to be careful in this regard.

#### Press release:

- [https://www.google.com/search?q=lcw+mobbing&sca\\_esv=187175ea13837ba9&sxsrf=ADLYWIKYg25aywxZwBJ7DV0LI3t\\_sNJ0VA:1734604813055&ei=DfhjZ9b\\_AvHixc8PirrKCQ&start=70&sa=N&sstk=ATObxK5MeGnQmbmqIjbOf4\\_MQnDZkLX5GuxmEds1OJ3ERUIgDN1kn0JEcEZIIjTRJyoARUoUJWRLG\\_DllqIxdxbdGtMMdEw882deHg&ved=2ahUKEwiWutS90rOKAxVxcEDHQqdMgEQ8tMDegQIChAQ&biw=1536&bih=730&dpr=1.25](https://www.google.com/search?q=lcw+mobbing&sca_esv=187175ea13837ba9&sxsrf=ADLYWIKYg25aywxZwBJ7DV0LI3t_sNJ0VA:1734604813055&ei=DfhjZ9b_AvHixc8PirrKCQ&start=70&sa=N&sstk=ATObxK5MeGnQmbmqIjbOf4_MQnDZkLX5GuxmEds1OJ3ERUIgDN1kn0JEcEZIIjTRJyoARUoUJWRLG_DllqIxdxbdGtMMdEw882deHg&ved=2ahUKEwiWutS90rOKAxVxcEDHQqdMgEQ8tMDegQIChAQ&biw=1536&bih=730&dpr=1.25)
- <https://www.haberturk.com/lc-waikiki-personelimizin-mobbing-sikayeti-yok-konu-arastiriliyor-kamuoyuyla-paylasacagiz-3704207>
- <https://halktv.com.tr/gundem/bursada-lc-waikiki-iscisi-mobbing-ve-siddet-nedeniyle-intihar-etti-853822h>
- <https://www.birgun.net/haber/lc-waikiki-calisani-baski-ve-mobbing-nedeniyle-intihar-etti-545861>
- <https://www.evrensel.net/haber/523632/samsunda-bir-lc-waikiki-calisani-baski-ve-mobbing-nedeniyle-intihar-etti>
- <https://www.evrensel.net/haber/523922/bayhan-lc-waikiki-iscisinin-olumu-intihar-degil-cinayettir>
- [https://ankahaber.net/haber/detay/diskosyal\\_iscisi\\_muhammed\\_yavuzun\\_mobbing\\_nedeniyle\\_intiharini\\_protesto\\_etti\\_cinayetin\\_birinci\\_sorumlulari\\_lc\\_waikiki\\_patronlari\\_189139](https://ankahaber.net/haber/detay/diskosyal_iscisi_muhammed_yavuzun_mobbing_nedeniyle_intiharini_protesto_etti_cinayetin_birinci_sorumlulari_lc_waikiki_patronlari_189139)
- <https://www.facebook.com/tipgenelmerkez/videos/genel-ba%C5%9Fkan%C4%B1m%C4%B1z-erkan-ba%C5%9Flc-waikikide-%C3%A7a%C4%B1%C5%9Fan-i%C5%9F%C3%A7i-karde%C5%9Fimiz-muhammed-yavuz-ba/407547652316307/>
- <https://www.emep.org/iskender-bayhan-lc-waikikide-yasanan-bir-intihar-degil-is-cinayettir>
- [https://tr.linkedin.com/posts/%C3%B6zlemkul1503\\_lcwaikiki-lcw-mobbing-activity-7220079133836337154-9Kgh](https://tr.linkedin.com/posts/%C3%B6zlemkul1503_lcwaikiki-lcw-mobbing-activity-7220079133836337154-9Kgh)
- [Comments on blogs: https://eksisozluk.com/mobbing-nedeniyle-hayatina-son-veren-lcw-calisani--7852953?p=1](https://eksisozluk.com/mobbing-nedeniyle-hayatina-son-veren-lcw-calisani--7852953?p=1)
- LCW Press Release

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**LCW Press Release:**

To the Public,

We are deeply saddened to learn of the passing of our esteemed colleague, Muhammed Yavuz, who was working at our Samsun Çarşamba store, following his suicide attempt last night.

This tragic event has deeply affected us. Regarding this loss, which has been reported to the authorities, we are fully cooperating with the relevant authorities by providing any information and details they may require to shed light on the matter. At the same time, an internal investigation is being conducted by our team.

As stated in LC Waikiki's company constitution, which is prepared in accordance with the principles of fairness and justice, it is clearly emphasized that any dissatisfaction, including allegations of mobbing or conflicts, should be conveyed to a higher authority or the ethics line for resolution. Following the reported complaint, the matter was evaluated based on these core values, and investigations were initiated to address any injustice.

During his tenure with our company, there have been no complaints made to the ethics line or the senior management regarding mobbing against our late colleague. While we are deeply grieved by this loss, we are determined to manage this investigation process with the utmost care and sensitivity. We will continue to share updates with the public and ensure that justice is served.

We are in close communication with the late employee's spouse and family, and we are committed to supporting them with their material and emotional needs.

We pray for mercy for our late colleague, Muhammed Yavuz, and extend our deepest condolences to his family, loved ones, and all LC Waikiki employees.

Sincerely,  
LC Waikiki

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## Italy

### CIAM - CENTRO ITALIANO ANTI MOBBING

#### Introduction:

CIAM – Centro Italiano Anti Mobbing is the Italian national center that aims to fight the phenomenon of mobbing at work and any other form of abuse and violence such as bullying, straining and bossing.

Through highly professional psychiatrists, lawyers and psychologists specialized in mobbing, CIAM offers medical and legal advice and assistance throughout the country to those who have suffered or are suffering from mobbing or any other form of violence and intimidation. CIAM's action is also aimed at professionals, lawyers, psychiatrists and psychologists who wish to delve deeper into mobbing through seminars and training courses (training credits).

In addition, CIAM—Centro Italiano Anti Mobbing promotes awareness-raising actions regarding mobbing through seminars and meetings within companies to foster a climate of greater attention to the phenomenon.

#### Description of the used approach:

The center provides comprehensive assistance with a specific path of help, addressing individuals, businesses, professionals and intermediaries.

The mobbing specialists offer comprehensive advice, from psychological and medical evaluation to psychological support, up to legal assistance if necessary. They also deal with financial compensation, helping the victim to evaluate and quantify the percentage of psychological damage and obtain financial compensation. In the event of serious conflicts with the company, the worker can evaluate and quantify the damage suffered and request financial compensation from the company itself. The center offers legal advice thanks to lawyers who are experts in labor law who will help victims to better manage the problems encountered with the company. The center's staff uses a scientific method, recognized by all Italian courts, in particular it uses validated tests and specific tools to evaluate and quantify psychological damage. Furthermore, it collaborates with numerous hospitals and universities, providing supervision and specialized training services. Last but not least, they also provide refresher training courses.

#### Actors involved:

Consultants who make up the management team are clinical Psychologists, Clinical and expert psych diagnosticians, Psychotherapists, Psychodiagnosticians, clinical and forensic psychologists, and company-competent doctors and lawyers.

Useful links: <https://www.ciam-mobbing.it/>

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## Cyprus

### "Building Respect at Work – A Cyprus Anti-Mobbing Initiative"

#### Introduction of the National Practice/Case

In 2021, the Ministry of Labour, Welfare, and Social Insurance in Cyprus launched the "Building Respect at Work" initiative, a groundbreaking program designed to combat workplace mobbing and foster a culture of mutual respect. This initiative arose from an alarming national survey that revealed over 30% of Cypriot employees had experienced some form of harassment in their workplace. Recognizing the detrimental effects of mobbing on employee well-being, productivity, and organizational harmony, the government prioritized addressing this pervasive issue.

The initiative adopted a holistic strategy to tackle workplace mobbing, incorporating public awareness campaigns, capacity-building workshops, and the development of robust anti-mobbing policies. These efforts were tailored specifically to meet the needs of Cypriot businesses, with a particular emphasis on small and medium-sized enterprises (SMEs), which constitute a backbone of the nation's economy. The program sought to empower both employees and employers with the tools and knowledge necessary to identify and address mobbing behaviours effectively.

A unique aspect of the program was the provision of free training sessions for SMEs, combined with a certification scheme for businesses that successfully implemented anti-mobbing practices. Within its first year, the initiative engaged over 200 organizations across Cyprus, significantly increasing awareness and fostering respectful and harmonious workplace environments.

In 2021, the Ministry of Labour, Welfare, and Social Insurance in Cyprus launched the "Building Respect at Work" initiative, aiming to combat workplace mobbing and promote a culture of respect. The program was developed in response to a study revealing that over 30% of Cypriot employees had experienced some form of workplace harassment.

This initiative introduced a comprehensive approach to tackle mobbing through awareness campaigns, capacity-building workshops, and the development of anti-mobbing policies tailored for local businesses. It emphasized creating a supportive workplace environment, empowering both employees and employers to recognize and address mobbing behaviours.

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A highlight of the initiative was its focus on small and medium-sized enterprises (SMEs), which represent a significant portion of the Cypriot economy. The program encouraged SMEs to participate by offering free training sessions and certification opportunities for adopting anti-mobbing practices. Within its first year, the initiative directly impacted over 200 organizations across Cyprus, raising awareness and fostering respectful workplace interactions.

### Description of the Used Approach/Methodology

The "Building Respect at Work" initiative utilized a comprehensive, multi-step approach that integrated education, intervention, and policy development to address workplace mobbing effectively.

1. **Public Awareness Campaign:** A nationwide campaign used testimonials, infographics, and radio broadcasts to shed light on the damaging effects of mobbing while emphasizing the importance of fostering a respectful workplace culture. Social media platforms were leveraged to reach a broader audience, particularly younger employees and SME leaders.
2. **Training Workshops:** Interactive workshops led by local experts provided practical tools and techniques for recognizing, preventing, and addressing mobbing. These sessions focused on enhancing communication skills, conflict resolution, and emotional intelligence, ensuring that participants were equipped to handle complex workplace dynamics.
3. **Policy Development:** Participating organizations were guided through creating and implementing customized anti-mobbing policies. Resources included detailed templates, best practices, and legal guidelines to ensure compliance with Cypriot labour laws.
4. **Monitoring and Support:** An anonymous hotline was established to encourage reporting, coupled with professional counselling and mediation services for victims and involved parties.

The initiative was grounded in Cypriot cultural values, fostering harmony and mutual respect in diverse workplace environments, which strengthened its acceptance and impact.

### Actors Involved

The success of the "Building Respect at Work" initiative relied on collaboration among key stakeholders from various sectors:

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- **Ministry of Labour, Welfare, and Social Insurance:** Played a central role by funding and overseeing the initiative, ensuring alignment with national labor policies.
- **Cyprus Chamber of Commerce and Industry:** Actively engaged SMEs, encouraging participation in training programs and the adoption of anti-mobbing policies.
- **Labour Unions:** Advocated for employee rights, providing essential resources to victims of mobbing and facilitating dialogue between workers and employers.
- **Non-Governmental Organizations (NGOs):** Delivered expert counseling services, legal support, and community outreach programs to assist affected individuals.
- **Media Outlets:** Enhanced public awareness through campaigns, educational articles, and interviews, amplifying the initiative's reach across Cyprus.

This multi-stakeholder collaboration ensured a comprehensive approach to tackling mobbing, integrating diverse perspectives and expertise.

### Outcomes

The "Building Respect at Work" initiative recorded remarkable achievements in its initial two years. By 2023, a national survey revealed a 25% reduction in reported mobbing incidents across participating organizations. More than 3,000 employees and 500 managers had successfully completed the training workshops, with 70% of participants reporting noticeable improvements in workplace satisfaction and team dynamics.

The initiative's framework for addressing workplace harassment became a model for national labour policy revisions, reinforcing protections against mobbing. Media coverage amplified public awareness, and the program's success inspired dialogue about adopting similar initiatives in neighbouring countries, extending its influence regionally.

### Links to Resources

- Cyprus Chamber of Commerce and Industry: Information on anti-harassment initiatives and SME certifications ([www.ccci.org.cy](http://www.ccci.org.cy))
- Cyprus Today article on the program (April 2023 edition): "Combatting Workplace Harassment in SMEs"
- Ministry of Labour, Welfare, and Social Insurance - Anti-Mobbing Campaign: <https://www.mlsi.gov.cy>
- Report: "Workplace Harassment in Cyprus – Challenges and Solutions", published by the Mediterranean Institute of Gender Studies ([www.medinstgenderstudies.org](http://www.medinstgenderstudies.org))
- Training Modules Archive: Respect at Work Toolkit (available upon request from the Ministry of Labour).
- Video Series: "Fostering Respect in Cypriot Workplaces", hosted on the Ministry's official YouTube channel (YouTube Ministry of Labour Cyprus).
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## Case Study: "Daimler's Integrity and Compliance Initiative"

### Introduction of the National Practice/Case

In 2012, Daimler AG, a leading German automotive company, launched the "Integrity and Compliance Initiative" to foster a corporate culture rooted in ethical behavior and respect. Recognizing the detrimental effects of workplace harassment and discrimination, Daimler aimed to create an environment where employees felt safe and valued, thereby enhancing overall productivity and job satisfaction.

### Description of the Approach/Methodology

The initiative encompassed several key components:

1. **Code of Conduct:** Developed a comprehensive code outlining expectations regarding respectful behavior, anti-discrimination policies, and ethical standards. [nortonrosefulbright.com](https://www.nortonrosefulbright.com)
2. **Training Programs:** Implemented mandatory training sessions for all employees, focusing on recognizing and preventing harassment, understanding cultural diversity, and promoting inclusivity.
3. **Reporting Mechanisms:** Established confidential channels, such as hotlines and online platforms, enabling employees to report incidents of harassment or unethical behavior without fear of retaliation.
4. **Support Systems:** Provided access to counseling services and support groups for employees affected by harassment or discrimination.

### Actors Involved

The initiative involved multiple stakeholders:

- **Daimler AG Leadership:** Championed the initiative and ensured alignment with corporate values.
- **Human Resources Department:** Oversaw the development and implementation of policies, training, and support systems.
- **Compliance and Legal Teams:** Ensured adherence to legal standards and handled investigations of reported incidents.

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- **External Consultants:** Provided expertise in ethics training and organizational development. [reuters.com](https://www.reuters.com)

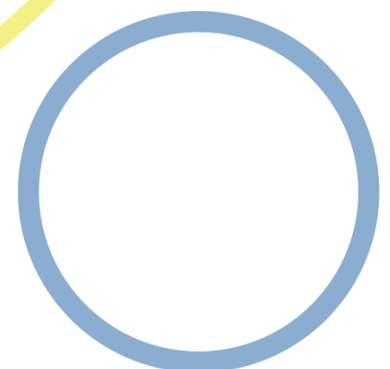
### Outcomes

The initiative led to significant positive outcomes:

- **Enhanced Awareness:** Increased employee understanding of acceptable workplace behavior and the importance of integrity.
- **Improved Reporting:** A rise in the reporting of unethical behavior, indicating greater trust in the system.
- **Recognition:** Daimler received accolades for its commitment to ethical business practices and employee welfare.

### Useful Links and Resources

- **Daimler AG Official Website:** <https://www.daimler.com/>
- **Code of Conduct:** <https://www.daimler.com/company/corporate-governance/compliance/code-of-conduct.html>
- **Sustainability Report:** <https://www.daimler.com/sustainability/reports/>
- **Social Media Channels:**
  - **LinkedIn:** [linkedin.com/company/daimler-ag](https://www.linkedin.com/company/daimler-ag)
  - **Twitter:** [@Daimler](https://twitter.com/Daimler)



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## Romania

### **Practical Guide on moral harassment at the workplace – Romanian Institute for Human Rights & National Agency for Equal Opportunities between Women and Men**

#### **Description of the material:**

This Practical Guide was developed within the national campaign dedicated to raising awareness on moral harassment at the workplace, launched by the interinstitutional partnership Romanian Institute for Human Rights & National Agency for Equal Opportunities between Women and Men.

This guide is addressed to individuals - victims of mobbing (as defined in the national context: moral harassment at the workplace), but also to organizations where mobbing has occurred. The purpose of the document is to bring awareness towards the steps that need to be taken according to the law, so that everyone can enjoy a healthy working environment and work-life balance.

#### **Description of the used approach:**

The document is split in two main parts:

- The first part, explanatory-descriptive, places in context the phenomenon of mobbing (known in the Romanian context as moral harassment at the workplace) by addressing mainly the victim, to provide psychological support, thus facilitating concrete action to counteract the harassment. At the same time, the content of the first part sets out the guidelines to be followed by the employer/organization in which the harassment acts are committed.
- The second part, the application part, summarizes the information laid out by Law 167/2020 in order to clarify the possible courses of action to be followed by victims and organizations.

#### **Actors involved:**

Romanian Institute for Human Rights  
National Agency for Equal Opportunities between Women and Men

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**Useful links:**

The Guide can be freely accessed here: [Ghid-practic-privind-hartuirea-morala-la-locul-de-munca.pdf](#)

Description of the awareness campaign: [IRDO –](#)

**IRDO website:** [IRDO - Institutul Român pentru Drepturile Omului](#)

**ANES website:** [Acasă - Agenția Națională pentru Egalitatea de Șanse Între Femei și Bărbați](#)

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## Portugal

### **Introduction of the national practice/case**

The case study focuses on a real-life example of workplace mobbing at a Child and Youth Help Center, a part of a non-profit Humanitarian Association in Portugal. This is an Institution of Social Solidarity headquartered in Portugal. With 30 years of experience, the association provides a wide range of health services, including preventive, curative, and rehabilitation medical care. Their mission extends to protecting and supporting children and youth — including those at risk — as well as offering family support and elderly care.

Within this context, Child and Youth Help Center operates under the ONG's mission by offering care and supervision to children and youth, supported by a dedicated team. The mobbing incident involved a male worker who exhibited a pattern of inappropriate behaviour towards his colleagues, including verbal threats, discrimination, and neglect of professional duties. These actions created a hostile work environment, causing anxiety among co-workers and impacting the organization's capacity to maintain a safe and supportive atmosphere for both staff and the children in their care.

### **Description of the used approach/methodology**

The approach combined preventive and corrective strategies. Initially, minor complaints about the worker were managed through close supervision, team discussions, and clear communication policies, including a Reporting Hotline and detailed record-keeping. Reports could be made through various channels — phone, messages, oral, or written — ensuring all concerns were documented.

As complaints accumulated, the team was encouraged to address minor conflicts, with continuous oversight from leadership. However, the situation escalated when a worker made a discriminatory, threatening remark to a colleague, prompting an immediate report to the supervisor and a formal written statement.

Human Resources and the organization's lawyer intervened, initiating disciplinary procedures under Portuguese employment law. A notice of charges was issued, requiring a response within 12 days, in October 2024. Reports highlighted anxiety among colleagues, verbal threats, medication errors, and discriminatory behaviour.

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Formal procedures followed, including written reports, interviews, and legal consultation. Ultimately, the lawyer recommended dismissal by mutual consent. The process was transparent and legally compliant, reinforcing the organization's commitment to a respectful, inclusive workplace.

This structured, transparent process ensured worker protection while reinforcing the organization's commitment to a respectful workplace.

### Actors involved

Several key actors were involved in addressing the mobbing case:

- **Shelter Staff:** staff members, from diverse backgrounds (Portugal, Angola, Brazil), some directly impacted by the mobbing.
- **Team Leaders and Supervisors:** Provided close oversight, recorded incidents, and reported them to higher management.
- **Human Resources and Legal Counsel:** Oversaw the formal process, including issuing notices of charges and negotiating the worker's dismissal.
- **ONG's Leadership:** Supported actions taken to maintain a safe work environment and protect the children and youth under their care.

### Outcomes

The main outcomes of this case included:

- **Worker Dismissal:** The worker accepted a dismissal by mutual consent after legal intervention, ensuring a quick resolution.
- **Restored Work Environment:** Immediate suspension protected staff from further threats, reinforcing a healthy atmosphere for both employees and children.
- **Strengthened Reporting Mechanisms:** The case highlighted the importance of clear communication channels and record-keeping to swiftly address mobbing.
- **Policy Reinforcement:** The organization reinforced its workplace policies, emphasizing respect, inclusion, and zero tolerance for harassment.

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## V. Learn and take further measures based on the insights gathered from employees in the EXIT phase

### *The importance of an EXIT interview: what it should contain and how it should be put in place*

Exit interviews play an essential role in organizational development, providing critical insights into employees' experiences and their motivations for leaving. When conducted well, they yield information that can help refine workplace culture, boost employee retention, and tackle underlying problems that might otherwise be overlooked.

#### Goals of the exit interview

- Discover the reason/s for an employee's departure
- Understand the employee's perception on the work environment and culture
- Nourish innovation processes by asking for improvement ideas
- Asking for feedback concerning the management, job roles and responsibilities
- Retention anchors - what could have made the employee remain in the organization/company

#### Steps for building an exit interview

1. Choose the interview format - decide if your interview should be conducted **online or face-to-face** depending on your workplace culture.

**Note:** an alternative to exit interviews, which require less time and resources, are exit questionnaires/surveys.

2. Set your interview goals - what information would you like to gain by means of this interview? how can it relate to futures internal developments within your organization/company?
3. Train and choose the interviewer - be sure that the person who is going to facilitate the interview is thoroughly trained in this regard. Would you need a direct supervisor who knows the employee and their work conduct the exit interview or another human resources professional who didn't interact that much with the interviewee? Choosing the interviewer is closely related to defining the interview's goals.

! Focus on **confidentiality** - assure your employees that their answers will be kept confidential and that they will be used in a constructive way!

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4. Formulate the interview questions based on the set goals.
5. Schedule the exit interview in a timely manner - choose a date for the exit interview co-jointly with the employee who is departing.
6. Hold the interview.
7. Analyse the gathered data and develop a plan of action for your team.

**Resources:**

- [Making Exit Interviews Count](#)
- [How to conduct an effective exit interview](#)

***DOs and DON'Ts on handling diversity and preventing mobbing***

In the context of the Talk2ME project and the need to learn from employee experiences during the exit phase, it's essential to define some DOs and DON'Ts for handling diversity and preventing mobbing.

**DOs:**

- ✓ **Conduct Thorough Exit Interviews:** Make exit interviews a standard practice. Ensure a safe and confidential environment for employees to share their experiences honestly, without fear of reprisal. Ask specific, open-ended questions about their experiences with diversity and inclusion, as well as any instances of mobbing or harassment they may have witnessed or experienced.
- ✓ **Actively Listen and Take Notes:** Listen carefully to employees' feedback during exit interviews. Take detailed notes, paying close attention to recurring themes or patterns related to DEI or mobbing. Don't interrupt or dismiss concerns.
- ✓ **Analyze Exit Interview Data:** Systematically analyze the data gathered from exit interviews. Look for trends, patterns, and common issues relating to diversity, inclusion, and mobbing. Identify specific areas needing improvement.
- ✓ **Develop Actionable Solutions:** Based on the analysis, create a concrete action plan to address identified problems. This plan should include specific, measurable, achievable, relevant, and time-bound goals.

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- ✓ **Implement Changes and Communicate:** Implement the action plan promptly. Communicate the changes to all employees, emphasizing the organization's commitment to improving DEI and preventing mobbing. Explain how the changes will address the issues raised during exit interviews.
- ✓ **Follow-Up and Monitor:** After implementing changes, follow up with employees to assess the effectiveness of the interventions. Monitor relevant metrics (e.g., employee satisfaction, diversity statistics, reports of mobbing incidents) to measure progress and make further adjustments.
- ✓ **Provide Training and Resources:** Offer ongoing training and resources to employees on diversity and inclusion, conflict resolution, and bystander intervention. This helps to create a more respectful and inclusive work environment.
- ✓ **Establish Clear Reporting Mechanisms:** Establish clear and accessible mechanisms for reporting incidents of mobbing and harassment. Ensure that all reports are investigated thoroughly and impartially. Provide support and protection to those who report incidents.
- ✓ **Seek External Expertise:** Consider engaging an external consultant or expert in DEI and workplace harassment to review the organization's policies and practices comprehensively. This can provide valuable insights and recommendations for improvement.

**DON'Ts:**

- **Dismiss or Ignore Feedback:** Do not dismiss or ignore negative feedback from employees during exit interviews. All concerns should be taken seriously and investigated.
- **Conduct Perfunctory Exit Interviews:** Avoid conducting rushed or superficial exit interviews. Allocate sufficient time for employees to share their experiences thoroughly.
- **Fail to Analyze Data:** Do not simply collect exit interview data without analyzing it. Data analysis is essential for identifying systemic issues and developing targeted solutions.
- **Delay Implementation of Changes:** Do not delay implementing necessary changes to address identified problems. Prompt action shows commitment to creating a better workplace.
- **Fail to Communicate Changes:** Do not communicate the changes to employees. Transparency is crucial for building trust and fostering a culture of openness.
- **Neglect Ongoing Monitoring:** Do not assume that implementing changes will automatically solve all problems. Ongoing monitoring and evaluation are essential for assessing progress and making further adjustments.

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- Lack of Training and Resources: Do not neglect to provide ongoing training and resources to employees on DEI and mobbing prevention.
- Ignore Reporting Mechanisms: Establish clear and accessible mechanisms for reporting mobbing and harassment. Thorough investigation and support for reporters are vital.
- By following these DOs and DON'Ts, organizations can leverage the insights gathered from exit interviews to create a more inclusive, respectful, and safe workplace that effectively prevents and addresses mobbing and promotes diversity.

**Resources:**

- Harrison, R. (2010). Exit Interviews: A Guide for Managers. Employment Relations Today, <https://www.researchgate.net/publication/352977550> *Exit interviews as a tool to reduce parting employees' complaints about their former employer and to ensure residual commitment*
- Brown, B. (2015). Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead. Gotham Books <https://www.researchgate.net/publication/318305934> *Brown B 2015 Daring greatly How the courage to be vulnerable transforms the way we live love parent and lead Penguin books ISBN 978-1592408412*
- Kotter, J. P. (1996). Leading Change. Harvard Business Review Press <https://archive.org/details/leadingchange0000kott>
- Stone, D. N. (2016). Organizational Psychology: The Role of Managers in Addressing and Preventing Harassment. Organizational Psychology Review <https://www.researchgate.net/publication/37149723> *Discrimination In Organizations An Organizational-Level Systems Perspective*

## VI. Appendices

### *Additional resources and tools*

- [50 Ways to Fight Bias, a bias program to support women at work — Lean In.](#)
- [Awareness Toolbox - Talk2ME](#) (Talk2ME Awareness Toolbox)
- [How to conduct an effective exit interview](#)
- [Talk2ME - YouTube](#) (Check out the Talk2ME Expert Interviews!)
- [A Week in The Life](#) (Check out the Talk2ME Booklet!)

### *Partnership contact Information for consultancy*

**Germany:** Arabisch Deutsches Center für Dialog - [WASLA](#)

**Portugal:** APROXIMAR, Cooperativa de Solidariedade Social - [Aproximar, Cooperativa de Solidariedade Social, CRL](#)

**Italy:** San Giuseppe ONLUS - [Home - San Giuseppe ONLUS.](#)

**Türkiye:** Women and Youth Enterprise Center Association - [Women and Youth Enterprise Center Association \(K-GEM\)](#)

**Romania:** European Association for Social Innovation - [EaSI – European Association for Social Innovation](#)

**Cyprus:** Magnetar - [Magnetar Contact](#)

project partners:

**EaSI** | the European Association for Social Innovation

**SG**  
ASSOCIAZIONE DI VOLONTARIATO SAN GIUSEPPE SUTINO

**K-GEM**  
WOMAN AND YOUNG ENTREPRENEURSHIP CENTRE ASSOCIATION  
KADIN VE GENÇ GİRİŞİM MERKEZİ

**Magnetar**

**wasla** | وصاله  
Arabisch-Deutsches Center für Dialog e. V.

**aproximar**  
COOPERATIVA DE SOLIDARIDADE SOCIAL, CRL

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