

Cluster of Excellence “Understanding Written Artefacts”
Equal Opportunity Office

UWA Guidelines against Discrimination, Harassment, and Power Abuse

The present guidelines were developed by UWA’s Equal Opportunity Office to advance UWA’s goal to become a community free of discrimination, harassment, and power abuse.¹

They include a statement of UWA’s stance towards discrimination, harassment, and power abuse and three additional sections detailing this stance. Section 1 describes what UWA staff, students, and guests can do when suspecting, experiencing or witnessing discrimination, harassment or power abuse in UWA or at UHH. Section 2 overviews the legal frameworks and definitions underpinning the prohibition of discriminatory, harassing, and abusive behaviours in UWA and at UHH. Section 3 describes measures UWA commits to take to prevent discrimination, harassment, and power abuse within its community.

UWA staff, students, and guests are asked to familiarise themselves with these guidelines.

I. UWA strives to nurture an environment where mutual trust, respect, and accountability among colleagues are the norm across activities and situations. UWA staff, students, and guests are expected to work together as equals, respecting the personal integrity and acknowledging the personal rights of others at all times.

II. UWA expects its staff, students, and guests to recognise that discrimination, harassment, and power abuse are against German law and UHH directives. Accordingly, they are prohibited in any work-related situation, whether on UHH premises or not.

III. UWA members with leadership and advisory roles in research, teaching, and administration have a special responsibility to ensure that discrimination, harassment, and power abuse do not occur and to intervene when they do.

IV. UWA particularly condemns discrimination, harassment, and power abuse occurring in the context of relations of dependence (e.g., supervisor / supervisee, teacher / student).

V. UWA encourages all its staff, students, and guests not to accept discrimination, harassment, and power abuse and to seek help when experiencing or witnessing them or advice when suspecting that they might be occurring. Bystander indifference contributes to normalising discrimination, harassment, and power abuse.

VI. UWA will implement targeted measures to combat discrimination, harassment, and power abuse within its community.

¹ Discrimination, harassment, and power abuse are defined in section 2 below. These guidelines build on two UHH directives: the “Directive for Protection against Sexual Discrimination, Harassment and Violence at Universität Hamburg” (15.11.2021; <https://www.uni-hamburg.de/antidiskriminierung/richtlinie-sexuelle-belaestigung.html>) and the “Antidiscrimination Directive of Universität Hamburg” (30.04.2024; <https://www.uni-hamburg.de/antidiskriminierung/richtlinie.html>). For English versions of the directives, see: <https://www.uni-hamburg.de/en/antidiskriminierung/richtlinie-sexuelle-belaestigung.html>; <https://www.uni-hamburg.de/en/antidiskriminierung/richtlinie.html>). Translations of the directives are for information only; only the German version is legally valid and enforceable. In addition to these directives, UHH is a signatory to the Germany-wide “Charta der Vielfalt”, which also promotes mutual respect in the workplace (<https://www.charta-der-vielfalt.de/en/>).

1. Facing Discrimination, Harassment or Power Abuse

UWA encourages all its staff, students, and guests not to accept discrimination, harassment, and power abuse and to seek help when experiencing or witnessing them or advice when suspecting that they might be occurring. Bystander indifference contributes to normalising discrimination, harassment, and power abuse.

UHH has committed to ensure that UHH staff, students, and guests drawing on their right to report discrimination, harassment or power abuse shall bear no negative consequences.

1.1 Whom to Contact

If you are (or think you might be) experiencing discrimination, harassment or power abuse within UWA or at UHH, UWA and UHH can support you by providing: advice and counselling; protective measures; conflict mediation; and (if you are UHH staff or student) a formal complaint and investigation procedure.

The table below overviews the persons or offices you can contact and the kind of support they can provide. Please do not worry about contacting the “wrong” office, as any of these offices can direct you to other, more competent offices, if necessary.

If you need urgent help on UWA or UHH premises, please contact the police at 110. The Violence against Women Support Hotline (116 016) also provides 24/7 crisis intervention for women facing gender-based harassment or abuse.

Office / Function	Contact	Can provide
UWA's Equal Opportunity Coordinator	Warburgstraße 26, Rm. 2004 mariapaola.gritti@uni-hamburg.de +49 (0)40 42838 9757	- advice & guidance - concrete protective measures - mediation - connection to other advising, counselling, and legal services
Equal Opportunity Office of the Faculty of Humanities	Edmund-Siemers-Allee 1, Rm. 130 gleichstellung.gw@uni-hamburg.de merle-marie.kruse@uni-hamburg.de +49 (0)40 42838 9028	- advice and guidance - connection to other advising, counselling, and legal services
Equal Opportunity Office for Technical, Library, and Administrative Staff	Von-Melle-Park 9 gleichstellungsbeauftragte_tvp@uni-hamburg.de +49 (0)40 42838 9105	- advice and guidance - connection to other advising, counselling, and legal services
UHH's central Equal Opportunity Office	Mittelweg 177, Rm. N0064 gleichstellung@uni-hamburg.de +49 (0)40 42731 0128	- advice and guidance - connection to other advising, counselling, and legal services
Anti-Discrimination Counsellors in UHH's Antidiscrimination Centre	antidiskriminierung@uni-hamburg.de	- advice and guidance (including on possible responses and different kinds of reporting processes) in situations of discrimination, power abuse, harassment or violence (including gender-based/sexualised violence and mobbing) - support and assistance during formal and informal conflict-resolution processes and in the course of reporting processes

		- connection to psychological support services at UHH and in Hamburg
UHH's AGG ("General Act on Equal Treatment") Complaints Office in UHH's Antidiscrimination Centre – <i>for staff</i>	Mittelweg 177, Rm. S4004 alexandra.abeling@uni-hamburg.de +49 (0)40 42838 9928 agg.uhh@uni-hamburg.de +49 (0)40 42838 4401	- formal complaint process & legal investigation
UHH's AGG Complaints Office in UHH's Antidiscrimination Centre – <i>for students</i>	Alsterterrasse 1, Rm. 404 dorothee.wolfs@uni-hamburg.de +49 (0)40 42838 4201	- formal complaint process & legal investigation
UHH's Mediation Service (for conflicts in the workplace)	Welckerstraße 8, Rm. 5.14 sonja.nielbock@uni-hamburg.de +49 (0)40 42838 9780 Welckerstraße 8, Rm. 5.17 eike.karen.mordhost@uni-hamburg.de +49 (0)40 42838 9548 +49 (0)40 151 29803266	- mediation - connection to other advising and counselling services within UHH
UHH's Office for Students with Disabilities and Chronic Health Issues	Alsterterrasse 1, Rm. 325-327 beeintraechtigt-studieren@uni-hamburg.de +49 (0)40 42838 3764	- advice and guidance on all issues linked with studying with a disability or chronic illness, including requesting/obtaining accommodations
UHH's Representative for Individuals with Disabilities	Mittelweg 177, Rm. S4037 sbv@uni-hamburg.de +49 (0)40 42838 6884	- advice and guidance on working conditions and legal and occupational-safety issues linked with disability
Ombuds Office for Good Research Practice and the Prevention of Research Misconduct	Von-Melle-Park 5, Rm. 3049 ombudsstelle@uni-hamburg.de +49 (0)40 42838 3564	- advice and individual coaching on conflicts to do with scientific conduct - investigation into suspected scientific misconduct
Staff Council Representative – <i>for academic staff</i>	Rothenbaumchaussee 17 wipr@uni-hamburg.de +49 (0)40 42838 2923	- advice and guidance, including on legal matters
Staff Council Representative – <i>for technical, library, and administrative staff</i>	Mittelweg 177, Rm. S 4038 tvpr.uhh@uni-hamburg.de +49 (0)40 42838 3318	- advice and guidance, including on legal matters
General Students' Committee (ASTA) – <i>for students</i>	Von-Melle-Park 5 antidiskriminierung@asta.uni-hamburg.de +49 (0)40 450204 26	- advice and guidance, including on psychological, social, and legal matters
UHH's Psychological Counselling – <i>for staff</i>	Welckerstraße 8, Rm. 5.17 sozialberatung@uni-hamburg.de stephanie.schwartz@uni-hamburg.de +49 (0)40 42838 2302 +49 (0)151 26825818	- psychological support and personal counselling - connection to other psychological support services in Hamburg
UHH's Psychological Counselling – <i>for students</i>	https://www.psychologische-beratung.uni-hamburg.de/en/startseite-english/ annette.juchems-brohl@uni-hamburg.de +49 (0)40 42838 8943 HOPES@uni-hamburg.de (for students with a mental illness)	- psychological support and personal counselling - connection to other psychological support services in Hamburg

Please note:

- All persons and offices listed in the table can provide advice **confidentially** and, if desired, **anonymously**.

- If a **formal complaint** about an incident of discrimination, harassment, or power abuse is filed, **neither anonymity nor complete confidentiality** can be guaranteed (s. section 1.3 below). Of all the offices listed above, only UHH's AGG Complaints Office (as the office in charge of enacting the provisions of the federal Allgemeines Gleichbehandlungsgesetz ('General Act on Equal Treatment'), *hereafter*: AGG) can process formal complaints. The Antidiscrimination Counsellors in UHH's Antidiscrimination Centre can clarify conditions and implications of filing a formal complaint. We strongly advise you to seek their advice when considering filing a formal complaint.
- In addition to the offices listed above, incidents of discrimination, harassment, and power abuse can also be **reported to UHH leadership (including professors, supervisors, deans) and UHH's Human Resources**. However, these persons or offices might **not be able to fully guarantee confidentiality**. Since they are under a legal obligation to ensure the safety (including the psychological safety) of the persons placed under their supervision, they might have to take action to ensure that the reported harassment, discrimination or power abuse cease.

If you would like to receive **advice from someone external to both UWA and UHH**, you can contact the organisation Basis & Woge e.V. (Steindamm 11; info@basisundwoge.de; +49 (0)40 39 84 26 0), which provides anti-discrimination and anti-harassment counselling on behalf of the city of Hamburg. The Federal Anti-Discrimination Agency (beratung@ads.bund.de; 0800 546 546 5; <https://www.antidiskriminierungsstelle.de/EN/homepage/homepage-node.html>) can also provide guidance when facing discrimination.

If you need other or more specific advice from someone outside UWA and UHH, you can get in touch with UWA's Equal Opportunity Coordinator, who can help you identify other relevant external counselling or mediation services.

1.2 UWA-Based Support

For most UWA staff, students, and guests, UWA's Equal Opportunity Office will be the closest point of contact to receive advice on how to respond to experienced or witnessed discrimination, harassment or power abuse. UWA staff, students, and guests are of course free, however, to contact other UHH offices to report or discuss challenging workplace situations they are experiencing.

UWA staff, students, and guests are encouraged to contact UWA's Equal Opportunity Coordinator even if they are unsure whether the situation they are experiencing or witnessing qualifies as discriminatory, as entailing harassment or as abusive. As indicated in the table above, UWA's Equal Opportunity Coordinator can **help understand the situation** and **explain possible next steps**; attempt **clarification or mediation** by discussing the situation with the person reportedly responsible of discrimination, harassment or power abuse (who might in some cases not be aware of the effects of their actions); and **connect to other support, advising, and mediation services** within UHH and in Hamburg. In all cases, information shared with UWA's Equal Opportunity Coordinator will be kept confidential, unless the person contacting the Coordinator wishes otherwise and explicitly authorises the Coordinator to discuss the information with specific third parties.

Insofar as UWA is not itself an institution, UWA's Equal Opportunity Office cannot directly handle official complaints of any kind or impose sanctions. It can, however, in at least some cases propose **concrete measures to be implemented as speedily as possible to protect the well-being of those**

who have reported experiencing discrimination, harassment or power abuse. Such measures can be implemented independently of whether a formal complaint has been or will be filed with UHH's AGG Complaints Office (s. section 1.3 below). UWA's Equal Opportunity Coordinator will seek to minimise the involvement of UWA's leadership in the implementation of these protective measures. She will always discuss the measures with the person affected by discrimination, harassment or power abuse; no measure will be implemented without the affected person's prior agreement.

1.3 Submitting a Formal Complaint

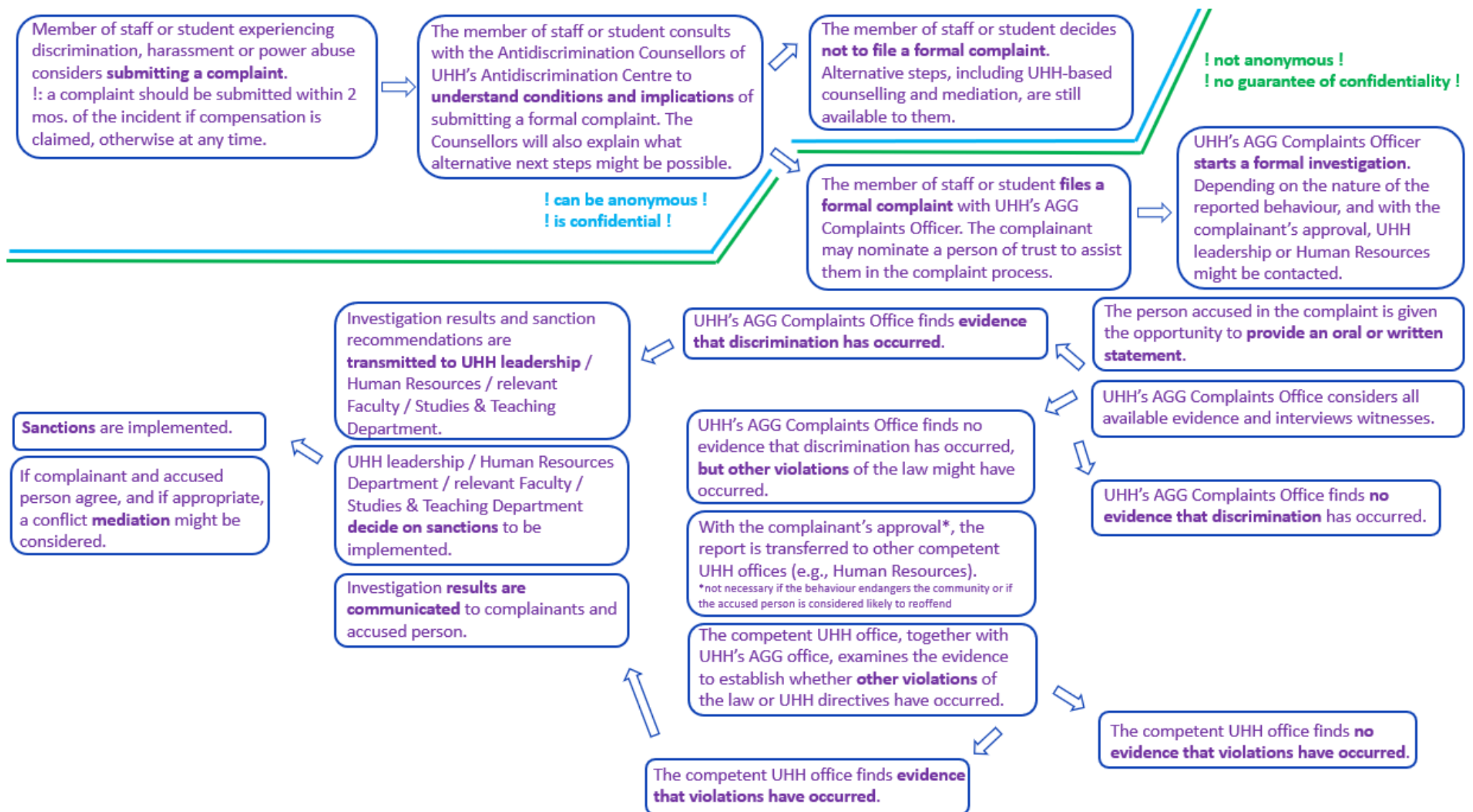
UWA staff and students who are considering submitting a formal complaint about an incident of discrimination, harassment or power abuse should contact the Antidiscrimination Counsellors of UHH's Antidiscrimination Centre to receive information and advice about the formal complaint procedure. The formal complaint procedure itself will be carried out by UHH's AGG Complaints Office, as the office in charge of enacting the provisions of the federal General Act on Equal Treatment at UHH and the only UHH office which can process formal complaints. UWA staff and students can also contact directly UHH's AGG Complaints Office and simply contacting this office does *not* amount to filing a formal complaint. However, we strongly recommend first contacting the Antidiscrimination Counsellors, who can clarify requirements for and implications of filing a complaint.

Reports to UHH's AGG Complaints Office can be submitted in writing, by phone, via email, or in person, and at any time. The complaint must state which offices have already been contacted and what action has already been initiated to stop the reported behaviour.

If compensation or reparation for the damage incurred is claimed, the complaint must be filed within two months of the reported incident.

Once a formal complaint is filed, **neither anonymity nor complete confidentiality** can be guaranteed. A formal complaint leads to an investigation into the behaviour of the accused person and might lead to sanctions against them. Accordingly, the accused person must be informed of what they are accused of in order to be able to respond to the accusations.

The following chart provides an overview of the complaint procedure. Please note that the chart only describes the unfolding of the UHH-internal complaint and investigation process. It does not describe actions law enforcement agencies might in parallel take in case a discriminatory, harassing or abusive behaviour was also reported to the police.



The **sanctions** UHH will impose on staff, students or guests the AGG Complaints Office found to be responsible of discrimination, harassment or power abuse **will depend on the nature and gravity of the incidents**.

Sanctions UHH can impose on **staff** include the following: one-on-one conversation with supervisor (e.g., professors, dean) clarifying laws and directives against discrimination, harassment, and power abuse and (if relevant) expectations of staff in leadership roles; reprimand; warning; transfer or redeployment to another place of work; termination (employees) / initiation of disciplinary proceedings (civil servants) / withdrawal of a §17-professorship (based on §17 of Hamburg's Higher Education Act) / withdrawal of a teaching contract or assignment; ban from being present on UHH premises; filing of a criminal complaint.

Sanctions UHH can impose on **students or guests** include the following: one-on-one conversation conducted through the Office of the Dean clarifying laws and directives against discrimination, harassment, and power abuse; exclusion from classes; ban from using UHH facilities (e.g., canteen, libraries, laboratories); withdrawal of the right to use UHH's internet services; ban from being present on UHH premises; exmatriculation; warning concerning the termination of an existing work contract; termination of an existing work contract; filing of a criminal complaint.

2. Recognising Discrimination, Harassment, and Power Abuse as Legal Violations

UWA expects its staff, students, and guests to recognise that discrimination, harassment, and power abuse are against German law and UHH directives. Accordingly, they are prohibited in any work-related situation, whether on UHH premises or not.

UWA members with leadership and advisory roles in research, teaching, and administration have a special responsibility to ensure that discrimination, harassment, and power abuse do not occur and to intervene when they do.

UWA particularly condemns discrimination, harassment, and power abuse occurring in the context of relations of dependence (e.g., supervisor / supervisee, teacher / student).

Discriminatory behaviours, harassment, and power abuse violate the Basic Law for the Federal Republic of Germany (Grundgesetz) and the German General Act on Equal Treatment (AGG). Depending on the relationship existing between target and perpetrator, they may also violate the German law on occupational safety and health at work (Arbeitsschutzgesetz), the German Civil Code (Bürgerliches Gesetzbuch), the German Civil Servants Act (Bundesbeamten-gesetz), and Hamburg's Higher Education Act (Hamburgisches Hochschulgesetz) and Equal Opportunity Act (Hamburgisches Gleichstellungsgesetz).

The AGG and the UHH directives that are based on it define discrimination, harassment, and power abuse as in sections 2.1, 2.2., and 2.3 below.

Please note that it does not matter whether or not a behaviour is or was *intended* as discriminatory, harassing, or abusive. What matters are the *effects* of the behaviour.

Additionally, failing to act against discriminatory, harassing or abusive behaviours when witnessing them or having evidence that they are occurring means enabling such behaviours.

2.1 Discrimination

Discrimination occurs whenever a person is treated less favourably than another is, has been or would be treated in a comparable situation. The AGG prohibits discrimination on the ground of a person's race, ethnic origin, gender (including pregnancy or maternity status), religion, worldview, disability, age or sexual orientation. UHH directives additionally forbid discrimination on the ground of a person's social origin, social status, family status, care responsibilities, nationality, citizenship status, or body appearance.

Both direct and indirect discrimination (which occurs when persons are put at a disadvantage through the implementation of an apparently neutral measure)² are prohibited.

Instructions to discriminate against a person are themselves discriminatory acts.

2.2 Harassment, Mobbing, and Stalking

Harassment occurs whenever unwanted behaviour violates the dignity of a person. Harassment often engenders a hostile, intimidating, degrading, and offensive environment.

Harassment is discriminatory when the violating behaviour refers to any of the personal or social features listed in the AGG (race, ethnic origin, gender, religion, worldview, disability, age or sexual orientation). At UHH harassment is considered discriminatory also when it refers to a person's social origin, social status, family status, care responsibilities, nationality, citizenship status, or body appearance.

All of the following are examples of harassment in the workplace:

- yelling at, insulting or humiliating colleagues (no matter whether peer, junior or senior)
- making demeaning remarks about colleagues
- making racist, xenophobic, or otherwise derogatory remarks about colleagues' race or ethnicity, nationality, accent or cultural or religious background, beliefs or practices
- using offensive terms to refer to the social (e.g., ethnic, gender) group with which a colleague identifies
- retaliating in response to a colleague's refusal to comply with one's requests for personal favours

Sexual harassment occurs when the behaviour that violates the dignity of the target person is of a sexual nature. All of the following are examples of sexual harassment in the workplace:

- making comments of a sexual nature about a colleague (e.g., intrusive comments about appearance, clothing, private life; sexual innuendos; sexual "jokes")
- making sexist comments, catcalling
- staring at a colleague in an intrusive manner
- requesting a colleague to carry out sexual acts
- threatening or intimidating or otherwise retaliating against a colleague who refuses to carry out sexual acts one requested
- imposing on a colleague physical closeness or contact of a sexual nature

² Unequal treatment on the grounds listed in the AGG and in UHH's directives is permissible when it compensates for structural disadvantages arising on any of those grounds.

- showing or spreading sexualised or pornographic images
- taking unwanted sexualised pictures or videos
- exhibitionistic behaviour
- sexual aggression (e.g., rape)

Mobbing and **stalking** are aggravated forms of harassment.

Mobbing occurs when one or more persons repeatedly and over an extended period of time directly or indirectly harass another one, treating them in a disrespectful and hostile manner (e.g., attacking, excluding, offending, intimidating, or humiliating them, or criticising them without reason) or spreading rumours about them or discrediting them publicly. The mobbed person feels isolated, insecure, and highly vulnerable, with the result that they often consider leaving (or leave) their job.

Stalking occurs when a person, without reasons other than their own personal interests and without any legal basis for doing so, places another one under unwanted constant or repeated attention or surveillance or repeatedly attempts to establish unwanted contact with another person, in a way such that would reasonably cause the latter person to fear for their safety and to feel impaired in their daily activities. Repeated unwanted non-work-related emails or phone calls, following someone around at their workplace or home, or ambushing them are examples of stalking. Stalking can be a form of sexual harassment when combined with behaviours that qualify as instances of the latter.

2.3 Power Abuse

Power abuse is the use of one's (actual or perceived) power to take unjust advantage of others, to unfairly put them at a disadvantage or to otherwise unjustly damage them. Just like harassment, power abuse, too, can be discriminatory when it happens in connection with the grounds listed in the AGG (race, ethnic origin, gender, religion, worldview, disability, age or sexual orientation) and, at UHH, also with a person's social origin, social status, family status, care responsibilities, nationality, citizenship status, or body appearance.

The following are examples of power abuse in the workplace:

- bullying or coercing (particularly junior) colleagues to act against their will or interests, e.g. by threatening to exclude them from specific opportunities of collaboration or career advancement if they do not comply with one's requests for personal favors or with one's unreasonable expectations
- being verbally or physically aggressive with a junior colleague
- shifting the blame to one's supervisees rather than acknowledging one's mistakes
- putting pressure on one's supervisee not to deliver "negative results" or to deliver "positive results" at no matter what cost
- requesting to be listed as an author on a paper by a junior colleague to which one has not contributed or otherwise taking credit for a junior colleague's achievements
- explicitly or implicitly forcing one's supervisees to systematically work overtime or to regularly take up tasks outside their area of responsibility
- having a condescending or patronising attitude towards one's supervisees' concerns
- withholding from others information that they should have access to
- playing favourites
- putting personal interests before the interests of the professional communities one serves

Please note that some of these behaviours also violate scientific integrity and qualify as scientific misconduct.

3. Preventing Discrimination, Harassment, and Power Abuse in UWA

UWA strives to nurture an environment where mutual trust, respect, and accountability among colleagues are the norm across activities and situations. UWA staff, students, and guests are expected to work together as equals, respecting the personal integrity and acknowledging the personal rights of others at all times.

UWA members with leadership and advisory roles in research, teaching, and administration have a special responsibility to ensure that discrimination, harassment, and power abuse do not occur and to intervene when they do.

UWA will implement targeted measures to combat discrimination, harassment, and power abuse within its community.

In order to nurture an environment where students, staff, and guests respect and can trust each other and are accountable to each other, UWA will implement the following measures:

(1) Ensure awareness of the present guidelines and of UHH's directives against discrimination, harassment, and power abuse

The present guidelines will be shared with UWA staff, students, and guests during onboarding or orientation. They will be emailed to the entire UWA community yearly and remain accessible to the UWA community on UWA's website. Key points from these guidelines will be included in the CSMC House Rules.

(2) Support UWA staff, students, and guests experiencing discrimination, harassment or power abuse through UWA's Equal Opportunity Office (s. section 1.2 above)

(3) Monitor discrimination, harassment, and power abuse within UWA

UWA's Equal Opportunity Office will monitor incidents of discrimination, harassment, and power abuse through its workplace climate survey "Working in UWA". The survey has been started in the Winter Semester 2023/24 and will be repeated every two years, with survey reports shared with the UWA community in UWA's [Intranet](#).

(4) Regularly offer trainings to equip UWA staff and students to respond to and oppose discrimination, harassment, and power abuse

Starting in the Winter Semester 2024/25, UWA will regularly offer trainings to equip UWA staff and students to identify and counter discriminatory, harassing, and abusive behaviours in the workplace. All UWA staff and students are strongly encouraged to attend these trainings. Trainings will focus on the following areas:

- bystander intervention and allyship (at least once / year)
- avoiding discrimination and handling power responsibly in teaching and supervision (at least once / two years)
- avoiding discrimination during job interviews and hiring processes (at least once / year)

- accountability in academic leadership (at least once / two years)
- responding to power abuse (at least once / two years)

UWA staff and students interested in attending trainings in any of these areas or who would like to propose trainings in other areas should inform UWA's Equal Opportunity Coordinator (Warburgstraße 26; mariapaola.gritti@uni-hamburg.de; +49 (0)40 42838 9757) so that the relevant trainings can be organised.

(5) Strengthen the procedures in place to ensure that our selection and hiring processes are aligned with UWA's stance towards discrimination, harassment, and power abuse

UWA's Equal Opportunity Office is developing additional measures, including required trainings for members of hiring committees (s. (4) above), to ensure that hiring processes, including particularly job interviews, are conducted in a diversity-sensitive manner, such that no candidate experiences discrimination or is otherwise put at a disadvantage.

We have also established a new workflow to ensure that our invitations to external scholars to temporarily join UWA on research fellowships or artistic residences also comply with UWA's stance on discrimination, harassment, and power abuse.

(6) Urge UWA members who hold leadership or advisory roles to assume their duty-of-care responsibility

UWA members who hold leadership or advisory roles (including particularly spokespersons, professors, and other supervisors) are legally bound by a duty of care to ensure the physical and psychological well-being of the staff and students they oversee. Given that discrimination, harassment, and power abuse endanger and can severely damage the well-being of the person targeted, persons with duty-of-care responsibilities are to be alert to signs that discrimination, harassment or power abuse might be occurring and to promptly intervene to stop them. In practice, this means that they are expected to:

- proactively broach conversations about discrimination, harassment or power abuse (with both targeted and reportedly responsible staff or students);
- be readily available for staff and students who would like to discuss (suspected) incidents of discrimination, harassment or power abuse;
- ensure the maximum possible confidentiality during and after such conversations;
- be willing to confront colleagues (including peer and senior colleagues) reportedly responsible of discrimination, harassment or power abuse and (if relevant) to hold them accountable – no matter how uncomfortable or unstrategic doing so may be;
- model integrity;
- routinely adopt behaviours that counter discrimination, harassment, and power abuse.

UWA's leadership takes these duties very seriously and urges all UWA staff who have leadership or advisory roles to do the same.