



DML Group Violence and Aggression Policy

Policy No: SP0006

Effective Date	03 December 2018
Revision Number	5
This Revision Status	Final
Next Review Date	14 May 2027
Summary Purpose	To outline the DML Group policy for the management and reduction of risk arising through workplace violence and aggression.
Summary Scope	All employees of the DML Group and as far as reasonably practical, contractors to the group and members of the public.
Policy Owner	Director of Standards and Performance
DML Board Approved	25 August 2022





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1. SCOPE

All employees (including consultants, contractors), customers or visitors of the Company (meaning David MacBrayne Limited, CalMac Ferries Limited, Caledonian MacBrayne Crewing (Guernsey) Limited and David MacBrayne HR (UK) Limited).

2. AIMS OF THE POLICY

The aims of the policy are:

- to increase employee awareness of the issues of aggression and violence.
- to ensure correct reporting of all aggressive or violent behaviour.
- to provide practical advice to employees on the prevention and management of aggressive or violent behaviour.
- to ensure that employees potentially exposed to aggressive or violent incidents receive the appropriate level of support and training
- to help reduce the number of injuries sustained by employees involved in aggressive or violent incidents.



3. DEFINITIONS

Behaviour type	Definition
Violence	Any incident during which an employee is abused, threatened, or assaulted in circumstances relating to their work. This includes abuse as well as physical assault.
Assaults	A deliberate attack upon the person of another, whether or not actual injury is inflicted. Includes: touching, spitting, pushing, striking or use of or threatened use of weapons.
Threats	Any verbal statement or physical act that does not amount to the actual use of force but causes the victim to fear that some kind of force may be used against them.
Abuse	Any verbal or written statement or physical attack that is considered by the victim to be offensive, abusive or insulting, but it is not accompanied by the actual use of threat or force, e.g., email, text, social media posts, shouting, physical gestures or verbal abuse of any kind, including a racist, religious or sexual nature.

4. MANAGEMENT RESPONSIBILITIES

The Chief Executive has the ultimate accountability for health and safety, but it is important to acknowledge that the Chief Executive's responsibility is shared. All Directors, Heads of Department and Managers have a duty of care to their employees, and they must create and maintain a safe workplace for them to work in.

The Company will provide, as far as is reasonably practicable, a safe place of work and safe systems of work. An environment that appears secure is more likely to deter potential assailants than one which does not.

For example:

- CCTV.
- Controlled entry systems for staff only areas.
- Panic alarms.
- Appropriate lighting.
- Design the layout of public areas so that customers cannot block exits.
- Ensure Lone Working procedures are being adhered to.
- Ensure that, in case of an emergency, all employees have immediate access to a means of communication e.g., landline, mobile, radio.
- Implement a management process for the effective management of violence at work.
- Conduct risk assessments for employees considered to be at risk from workplace violence. Risk assessments should be reviewed whenever an employee has been assaulted and any identified improvements put in place.
- Consult and communicate with employees and safety representatives regarding initiatives to deal with violence at work.
- Ensure Masters receive the full support of the Company if it becomes necessary for them to use the powers they have under section 105 of the Merchant Shipping Act 1995.
- Provide an aftercare support for all employees that have been affected by a violent incident.



- Work constructively with Police Scotland to positively deter any threat of violence towards employees and where assaults do take place to vigorously pursue the criminal prosecution of any person who is apprehended through the legal system.
- Ensure employees deemed at risk from workplace violence receive appropriate training.
- Encourage employees to report all incidents of violence and aggression at work.
- Ensure information posters or notices stating CalMac's policy on violence and aggression towards employees are displayed.
- Ensure all customer facing employees are made aware of the violence at work policy, and managers are trained in the application of the policy along with the associated chain of care and investigation procedures.
- Ensure all reported incidents of employee assaults and abuse are analysed to gauge the effectiveness of existing training and where necessary update training courses where issues have been identified.

5. EMPLOYEE RESPONSIBILITIES

The attitude of employees towards abusive and aggressive individuals is important in both the prevention and management of violent situations.

- Employees must always maintain a professional attitude towards passengers and members of the public.
- All individuals must be treated courteously regardless of whether they are likeable, irritating or socially disruptive.
- All employees are responsible for ensuring that they do not put themselves or their colleagues at risk from violence or abuse from passengers, members of the public or from colleagues, regardless of the level of provocation received.
- Report all aspects of physical assaults and all instances of verbal abuse.
- Participate in company initiatives to reduce the risk from workplace violence.
- Attend appropriate training when required.
- Report low level anti-social behaviour which does not merit immediate police response but could be used to provide a better picture of any emerging issues such as groups loitering.

5.1 Personal Security Incident Circumstances

Below are examples of circumstances where personal security incidents may occur:

- Travelling sports groups/fans and other special events.
- Ticket irregularities and fare evasion.
- Late arrival resulting in missed check in time/missed sailing.
- Delayed services.
- Lack of information during delays.
- Passengers under the influence of alcohol or drugs.
- Unrealistic expectations of service.
- Situations where passenger believes only aggression guarantees satisfaction
- Situations where passenger believes that the customer is always right.
- Personal frustrations resulting from health conditions, for example, not being able to communicate easily due to a medical condition.



6. RELATED DOCUMENTS

Below are list of internal and external related documents/references.

- HR002 Conduct and Standards Policy
- HR 0003 Disciplinary Policy
- HR 0009 Grievance Policy
- HR 0010 Harassment & Bullying Policy & Procedure
- HSEM_Sec19.00_Violence & Aggression
- HSEM_Sec23.01_Lone_Working
- Merchant Shipping Act 1995 which outlines Masters' powers to detain and restrain persons as well as right to refuse carriage.
- National Maritime Occupational Health and Safety Committee – Guidelines to shipping companies on violence, aggression, verbal abuse, and threats against staff on passenger ships.
- UK Chamber of Shipping - Disruptive Passengers Behaviour Guide.
- Health and Safety Executive website: <http://www.hse.gov.uk/>

7. DOCUMENT REVIEW

The Policy Owner is responsible for reviewing this document in consultation with other members of the Executive.

Notwithstanding above, all personnel have a responsibility to use this document critically and to forward any suggestions for its improvement through management line or use the Feedback function in the SharePoint Company Management System.



8. DOCUMENT CHANGE INFORMATION

The table below notes the changes made since the document was previously published.

Date of change	What changed	Who changed (title)	Who changed (name)
03 December 2018	First Issue		
25 August 2022	Template updated – no material content changes	Director of HSQE	Louis de Wolff
14 March 2024	Changed HSQE0005 to SC0003 (HSQE organisation retired Oct 2023); content re-sequenced, Sec 04.00 Management Responsibilities - job titles updated, links updated. No other material content change.	Management System Specialist	Janice Lowles
13 May 2025	Policy number changed from SC0003 to SP0006 Policy owner changed from Director of Strategy and Change to Standards and Performance due to organisation change.	Director of Standards and Performance	Alex Cross
28 May 2025	Content reviewed with minor typographical updates made; no material changes; next review date changed.	Director of Standards and Performance	Alex Cross
10 December 2025	Reviewed – no material content change. Revision number updated	Director of Standards and Performance	Alex Cross