

ADDRESSING DOMESTIC VIOLENCE IN THE WORKPLACE THROUGH COLLABORATION

March 28, 2019 | 5:00 PM to 8:00 PM

March 29, 2019 | 9:00 AM to 4:30 PM

DoubleTree by Hilton Downtown Toronto



Western

Centre for Research & Education on
Violence Against Women & Children

Andrew Wesley

Elder in Residence at University
of Toronto



ADDRESSING DOMESTIC VIOLENCE IN THE WORKPLACE THROUGH COLLABORATION

DAY 1

March 28, 2019 | 5:00 PM to 8:00 PM



Noemi Torrez V-G



Nadege Lhariaig



Dr Jane Pillinger



SAFE COMPANY - ZERO TOLERANCE TOWARDS VIOLENCE AGAINST WOMEN



Implementada por:



Research on the costs generated by the Violence Against Women (VAW) in the business context.



The German Cooperation implemented by the GIZ, through the regional program ComMoMujer, in 2014 delivered the results of the analysis of more than 30 Bolivian companies that measured the rates of violence within their companies

This study showed that Bolivian companies lose almost 2000 millions dollars a year because of violence against women. The social cost is much higher.



QUALITATIVE INDICATORS

Indicators registered in 2014 on the survey of Violence Against Women in Droguería INTI S.A.

- Five out of ten women have experienced some situation of violence.
- 45.1% of the female workers have been assaulted at some time in their relationships.
- 54.1% of workers have attacked their couples some time.
- In the last year there was an average of 28 attacks.
- Annually, 27.5 productive days are lost.

At the CEO's initiative, a comprehensive management model is implemented in order to work and fight to change these results.



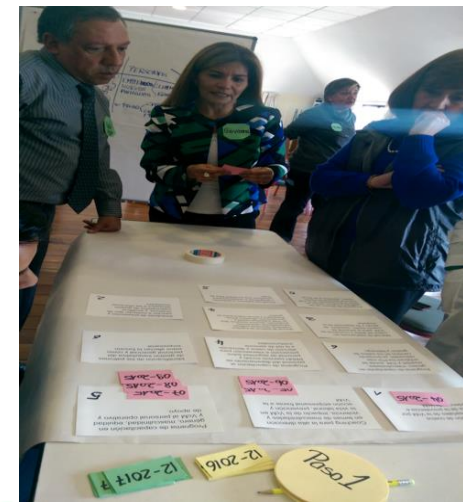
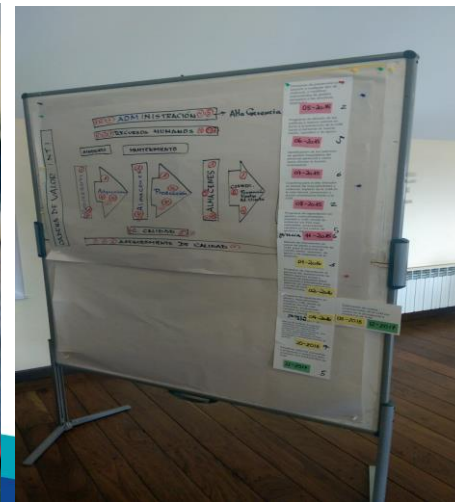
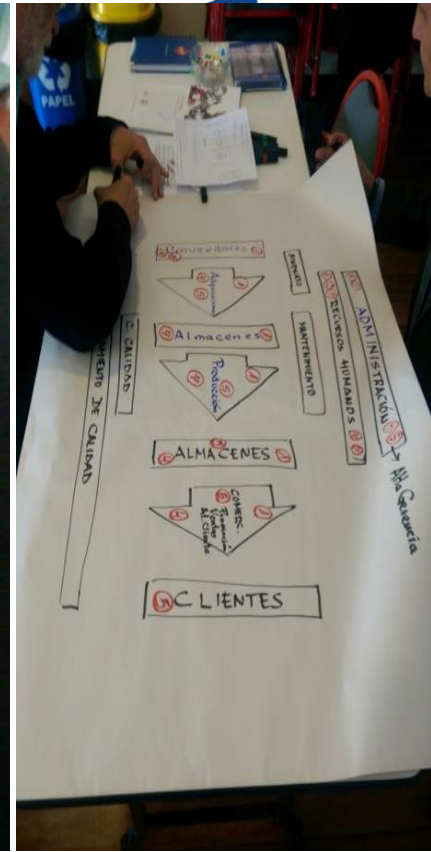
Implementation of the Equitable Management Model for all workers of the Company for 3 and a half years. (More than 1000 workers)

The effectiveness of the management model to prevent Violence Against Women depends on how much management's behavior has been aligned for such purposes.

It is for this reason that Unequal Management Patterns were worked by the management's in workshops, before spreading and implanting in all the personnel the policies and actions of prevention.

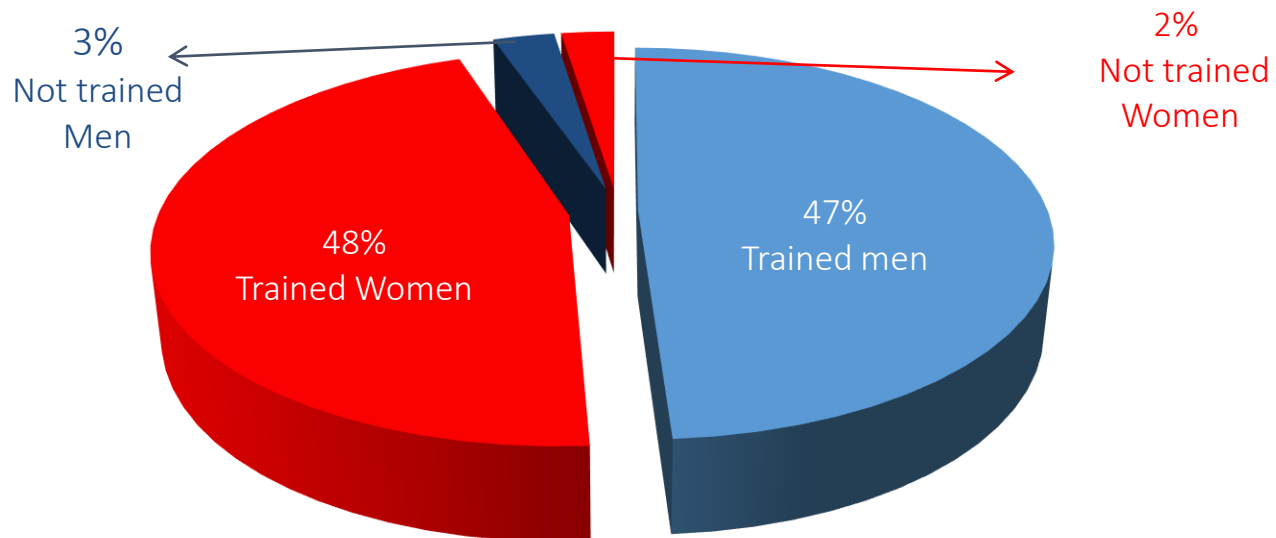
Management Workshop to Identify and Control the Patterns of Inequitable Management





National Training

Training was carried out throughout Bolivia, with groups of 28 people starting with the Production Site. The total number of employers trained was: 960.



PRODUCTION SITE «EL ALTO»





La Paz Branch



Cochabamba Branch



Santa Cruz Branch



Cochabamba Branch



La Paz Branch



Santa Cruz Branch



Trinidad Branch



Tarija Branch



Oruro Branch



Potosi Branch



Sucre Branch

Support Routes

The participant differed the support routes in terms of:

Prevention

Attention

Sanction



Internal Processes

Human Talent Selection Process



Induction Process

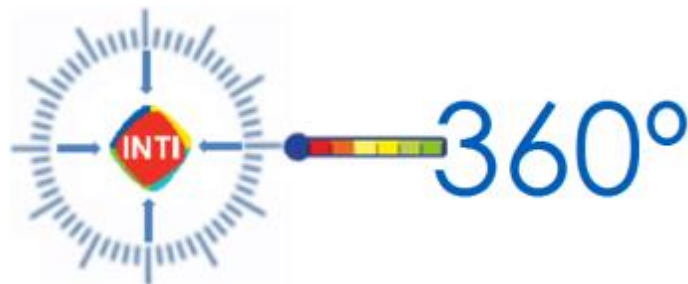
Code of Ethics



Process of 360° Evaluation for Leaders,



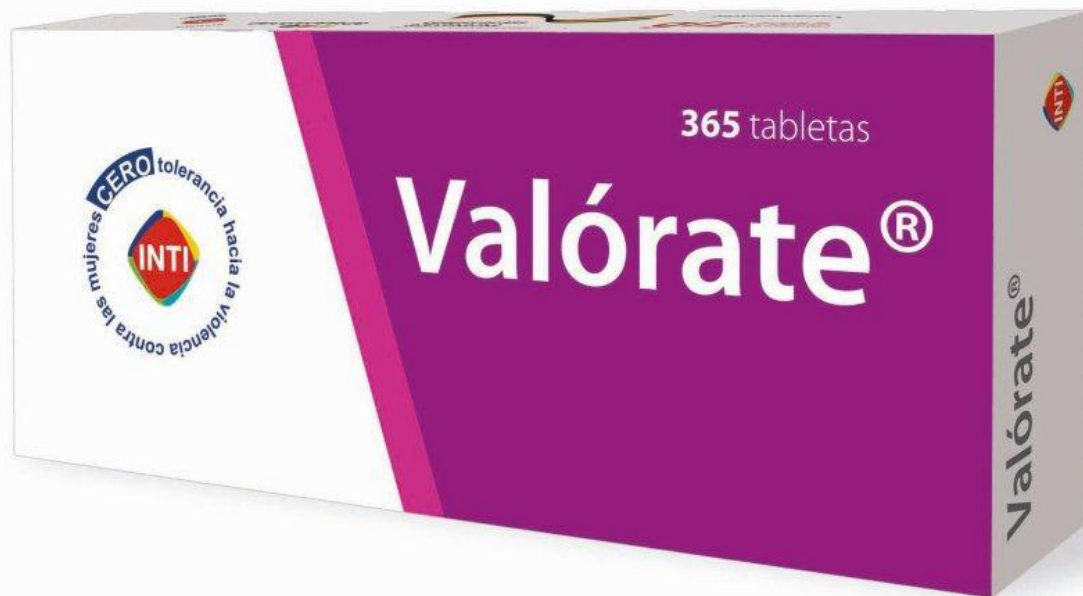
Equitable Management as a new managerial competence



Prevention

INTERNAL CAMPAIGNS

Creación de simbólica medicina
“Value yourself”

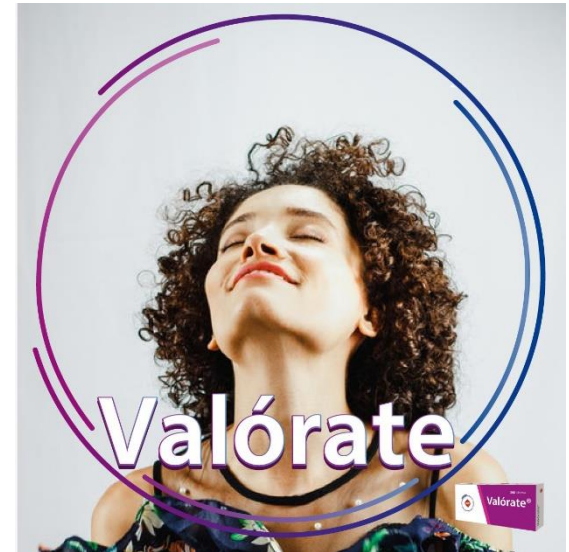


INTERNAL CAMPAIGNS

Internal Route



INTERNAL CAMPAIGNS



EXTERNAL CAMPAIGNS

Strategic alliances with specialized entities and institutions that fight for the cause:



CEPROSI

GREGORIA APAZA

Red Cross

VIVA FUNDATION

Free Word



Attention

EXTERNAL CAMPAIGNS

Breakfast for the media



EXTERNAL CAMPAIGNS



EXTERNAL CAMPAIGNS

A Day of Zebra



ZEBRA FOR 1 DAY



EXTERNAL CAMPAIGNS

Public Spaces



EXTERNAL CAMPAIGNS

Participation in Fairs



EXTERNAL CAMPAIGNS



Training in Universities



UNIVERSIDAD CATÓLICA
BOLIVIANA "SAN PABLO"
UNIDAD ACADÉMICA COCHABAMBA



EXTERNAL CAMPAIGNS

One of three Play



EPA! Teatro
Presenta:

UNA DE CADA TRES

PARA MAYORES DE 14 AÑOS

Una obra dirigida por:
CARLOS MERCADO VÁZQUEZ

ENTRADA LIBRE

AHK developpe.de cooperativa alcarant giz INTI Valórate





EXTERNAL CAMPAIGNS

Events for companies



TOT Training Workshop “Training of Trainers”

Companies participated in the TOT
of La Paz y Santa Cruz





INSPIRING COMPANIES AND INSTITUTIONS

Droguería INTI shared the idea of equitable management companies training their directive, in order to inspire them to fight for gender equity and No Violence Against Women



INSPIRING COMPANIES AND INSTITUTIONS



Presentation of the Results during the closure of the implementation stage



The % of Violence Against Women has decreased



- The % of Violence Against Women has decreased 21.3%
- Staff witnessing violence has dropped -29.4%

The number of days lost has decreased

- The number of days lost per victim has decreased by 13.4%
- The number of days lost per aggressor has decreased 26%
- The number of days lost witnesses has decreased 47.4%



It has worked?

- The application of the Management Model to prevent VAW has reduced 21.3%, passing the prevalence of 48.8% in 2015 to 38.4% in 2018.
- Consequently, the number of days lost per Violence Against Women has been reduced by 41%, equivalent to US \$ 25.8 thousand per 100 workers.

AWARDS



AWARDS



AWARDS



AWARDS





CERO tolerancia hacia la violencia contra las mujeres
INTI





European Update: Involving Companies to Cease Domestic Violence

28 March 2019
7-7.30pm

This initiative is part of the CEASE project, supported by the European Union's Rights, Equality and Citizenship program.



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INTRODUCTION : PRESENTATION DE FACE

- A non-profit foundation created in 1994
- Main objective: fight against all forms of exclusion, discrimination and poverty with and within companies
- Network of companies: 5,600 members
- 5 themes: RSE, access to jobs, school support, social inclusion, territorial innovation
- Think, do & share tank
- 295,000 people benefit from these activities every year



This initiative is part of the CEASE project, supported by the European Union's Rights, Equality and Citizenship program.





PRESENTATION ON THE CEASE INITIATIVE AND THE 1IN3WOMEN NETWORK

This initiative is part of the CEASE project, supported by the European Union's Rights, Equality and Citizenship program.



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The impact on domestic violence on work in Europe

- **1 out of 3 women** has experienced physical or sexual violence during her life, most often by a partner or former partner/ **62%** of victims of domestic violence are employed
- **Every employer has had, has or will have contact with a woman who is a victim of violence**
- **42% of European women** who are victims of domestic violence **have talked about the violence they suffered at work**, mostly with colleagues and friends rather than with managers, HR or union representatives
- **More than 1 in 5 European women (22 %)** know someone at work who has been the victim of domestic violence
- The cost of domestic violence in Europe is estimated at **122 billion euros each year** (lost economic production due to absences, reduced productivity or death of the victim, the cost of public medical, legal and social services, the physical and emotional impact on the victims)





ORIGIN OF THE PROJECT



2014-2016

Deliverables

- National studies
- Good practices guide for companies – “Ending violence against women”

Objectives

- **Raise awareness and prevent violence against women** through a European campaign piloted in 5 countries (France, Belgium, Spain, Greece & Bulgaria).
- Fight against the impact of domestic violence at work



This initiative is part of the CEASE project, supported by the European Union's Rights, Equality and Citizenship program.





COMPANIES UNITED TO END VIOLENCE AGAINST WOMEN

NETWORK OF COMPANIES – CEASE/OneInThreeWomen

European Consortium



Members

Members in France, also members in One InThree Women



BNP PARIBAS

ouicare[®]



Members in Belgium and Greece



ethias



SMart
coopérative d'accompagnement
et de gestion de projets créatifs



confesal
sociedades laborales
de España



fiscalité
.brussels



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ACTION TAKEN

Mobilization



- Engagement charter
- Mobilization events:
 - 3 annual workplace workshops
 - Launch event in Paris on 9 November 2018
 - Institutional event in Brussels on 21 November 2018
- Awareness events organized within companies such as: specialized association conference, speed-meeting, team-building...

Training



- Training organized for network members: e-learning, face-to-face training for employees
- Awareness kit: posters and guide





ACTION TAKEN

Research



- **Impact map:** interactive map listing the European initiatives and actors fighting against violence against women
- **Study – one in 2018-2019**
 - TO measure the impact of domestic violence on work (for victims, colleagues and companies).
 - Compare the costs of preventative measures (e.g. training, awareness activities) and the compensation costs (replacement, loss of productivity)



Experiments

- **Pilot projects** and implementation of tools developed by the network
Examples: protocols and action plan test for victims in the companies, test at BU or





FOCUS on the ENGAGEMENT CHARTER 1/2

MAIN OBJECTIVES

- Raise awareness about violence in our own organizations, with our peers, stakeholders and the general public
- Develop and/or use policies, tools, training and processes for our HR departments, management teams and all our partners to help respond when an employee reports they are a victim of violence
- Allow employees to speak openly and promote an open, welcoming environment for our partners who may be victims of violence
- Facilitate access to specialized associations that can support partners who are victims of domestic violence
- Develop a network of diverse stakeholders (private and public companies, associations, public institutions, unions) to work together on this subject





FOCUS on the ENGAGEMENT CHARTER 2/2

Engagement at the highest level of the companies – CEO signatures



Launch event on 9 November 2019



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COMPANIES UNITED TO END VIOLENCE AGAINST WOMEN

FOCUS ON PARTNERSHIPS

International organizations



Unions



Civil society organization



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PRESENTATION ON GOOD PRACTICES IN MEMBER COMPANIES

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COLLABORATION WITH STAKEHOLDERS: UNIONS



Agreement on promoting social dialogue and diversity for respect for fundamental rights signed with UNIGlobalUnion on domestic violence

Common declaration by the unions and management on combatting violence against women



Quality of life agreement signed with UNSA and CFDT



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COMPANIES UNITED TO END VIOLENCE AGAINST WOMEN

COLLABORATION WITH STAKEHOLDERS: SPECIALIZED ASSOCIATIONS

KERING
FOUNDATION



FONDATION
D'ENTREPRISE

Support for specialized organizations that help women who are victims of domestic violence in France and around the world



Participation in the 2017 UN Women Orange Day campaign

FACE
Les entreprises contre l'exclusion

diesis

POUR LA
SOLIDARITÉ
European think & do tank



CSR
HELLAS

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AWARENESS AND TRAINING ACTIVITIES



In-company training on violence against women and domestic violence:

- Employees
- Staff representatives
- Social assistants
- Executive team members

Writing and distribution of awareness support documentation:



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ONE IN THREE
Women

COMPANIES UNITED TO END
VIOLENCE AGAINST WOMEN


AWARENESS AND TRAINING ACTIVITIES

KERING FOUNDATION

SOLIDARITÉ Femmes

1. Laissez votre collègue parler, le silence est OK.
2. Écoutez-la sans jugement.
3. Faites-lui savoir que vous la croyez et comprenez ses sentiments.

**“ Je vous crois.
Vous n’y êtes pour rien. ”**
4. Remerciez-la d’avoir partagé son histoire avec vous.
5. Demandez-lui comment vous pouvez l’aider.
6. Laissez-la décider et ne l’obligez pas à appeler la police ou à aller à l’hôpital.
7. Attendez-vous à un large éventail d’émotions, du dédain à la colère ou encore la culpabilité.
8. Respectez la confidentialité et la vie privée de la personne. N’en parlez pas aux autres à moins qu’elle ne vous en donne la permission.
9. Ne blâmez pas la victime pour les actions de l’agresseur.
10. Donnez le numéro national d’écoute, d’information et d’orientation pour les victimes de violences conjugales :

3919

Appel anonyme & gratuit
depuis un poste fixe ou mobile géré par la **Fédération Nationale Solidarité Femmes**
www.solidaritefemmes.org
11. Si votre collègue a besoin de s’absenter du travail, communiquez avec elle régulièrement et aidez-la à se sentir soutenue.
12. Si vous êtes manager ou RH, travaillez avec elle pour mettre en place des mesures de sécurité et créer un environnement de travail plus sûr.
13. Le travail pourrait être l’endroit le plus sûr pour elle pour le moment.





COMPANIES UNITED TO END
VIOLENCE AGAINST WOMEN

AWARENESS AND TRAINING ACTIVITIES



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HR PROCESS



Carrefour Argentina: possibility of requesting a salary advance
Carrefour Spain: flexible hours, geographic mobility, protection, protection from dismissal...



BNP PARIBAS

Mobility procedures



Employing women who are victims of violence



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COMPANIES UNITED TO END
VIOLENCE AGAINST WOMEN

SUPPORT FOR VICTIMS



BNP PARIBAS

Social services department trained in domestic violence and full support for victims (social steps, housing, legal, medical, psychological support, put in contact with associations).



L'ORÉAL

Helpline



Funding for shelters



Access to legal aid with trained and certified attorneys



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ONE IN THREE
Women

COMPANIES UNITED TO END
VIOLENCE AGAINST WOMEN



DARIUS FOROUX

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**POUR LA
SOLIDARITÉ**
European think & do tank



**CSR
HELLAS**

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CONCLUSION

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Thank you for listening!

Nadège Lharaig

Project Manager, Workplace Equality and Diversity

n.lharaig@fondationface.org

+33 07 68 03 63 27



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Putting Domestic Violence at Work on the Agenda: The United Nations and the International Labour Organization

Dr Jane Pillinger

Independent Researcher and Policy Advisor

Presentation to Domestic Violence at Work Summit: Addressing Domestic Violence in the Workplace through Collaboration

Toronto, 28 March 2019

Domestic violence at work: a global world of work issue

- Domestic violence: physical, sexual, psychological and economic violence, as well as coercive control, carried out by an intimate partner.
- Involves control over women's social interactions and autonomy, control of children and parenting, verbal, emotional, economic control, and threats of abuse and violence.
- They can have devastating psychological consequences, affecting a woman's confidence, her ability to leave a violent relationship and to sustain meaningful employment.
- As the ILO has noted: '...work can be a preventive and protective factor in the lives of victims, as often the workplace offers a break from the violent situation and can be a place where the violence is identified.' ILO (2018a, p.5)
- The workplace is an important entry point for addressing the social norms and behaviours that underpin domestic violence and the impact that it has on the woman worker and her workplace.
- This requires acknowledging 'the right of women to work independently and to have an independent income, which can also provide a violence is identified.' ILO (2018, p.5)
- An independent income can provide a pathway to leaving a violent relationship. Early intervention is essential if a woman is to have access to support and specialized services in the community, to enable her to stay at her job and to live independently.

Domestic Violence at Work



Interlinked forms of power and control of women in relation to domestic violence and its effects on the world of work.

For more information see the report [Can Work Be Safe When Home Isn't?](#)

This version of the Power and Control wheel, is adapted with permission from the Domestic Abuse Intervention Project in Duluth, Minnesota, and Futures Without Violence www.futureswithoutviolence.org.

Costs for victims / costs for companies

- Studies across the world show that 30-40% of working women have experienced domestic violence and abuse at some time during their working lives.
- Increased recognition of coercive control and economic violence and women's participation in work.
 - Affects women's ability to work, such as preventing women from having sufficient money for bus fares to get to work or to buy clothing suitable for work, and sometimes violent partners break women's work resources and tools.
 - Research indicates that women who experience domestic violence are employed in higher numbers in casual and part-time work, and their earnings are up to 60 per cent lower, compared to women who do not experience such violence. [See for example, TUC (2015) *Unequal, Trapped and Controlled: Women's experiences of financial abuse and potential implications for Universal Credit*. London, TUC]
- In addition research shows that:
 - Domestic violence and abuse affects work performance and ultimately impacts on the capacity of a victim to be able to stay in work.
 - It may also affect the safety at victims and co-workers in the workplace.
 - As with other equality and diversity and occupational safety and health issues in the workplace, companies increasingly recognises that there is a business case for tackling the problem in the workplace.
 - When perpetrators use workplace resources to abuse a victim, this not only places the victim and co-workers at risk, but it also has related costs for employers, arising from lost productivity and lost days from work.

The costs of domestic violence on the economy

Source: UNWomen/ILO Handbook

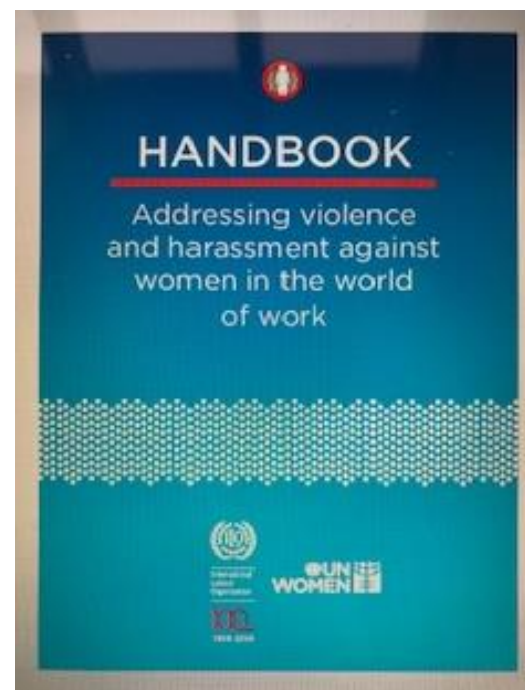
Australia	The Commonwealth Government of Australia estimates that family violence produces direct costs of \$465 million each year through absenteeism, lost productivity, and staff turnover.
Bolivia	It is estimated that companies lose approximately US\$2 billion a year due to impact of intimate partner violence.
Canada	Spousal violence produced a total estimated economic cost of \$7.4 billion in 2009.
Egypt	Married women are estimated to lose nearly 500,000 working days a year due to marital violence.
New Zealand	Domestic violence is estimated to cost \$368 million or more a year due to lost productivity, turnover and retraining.
Peru	Violence against women in Peru generates an annual loss of more than 6.7 billion US dollars due to 70 million missed working days. This is equivalent to a loss of 3.7 per cent of the GDP.
Spain	Domestic violence has an annual labour market cost of €707 million.
United Kingdom	Domestic violence cost around £16 billion in 2008, including services, lost economic output, and human and emotional costs.
United States	Data for 1995 estimate that victims of severe intimate partner violence lost a total of nearly 8.0 million days of paid work – the equivalent of more than 32,000 full-time jobs – and nearly 5.6 million days of household productivity as a result of the violence.
Uganda	Domestic violence accounts for an estimated 2.4 billion annually in lost earnings, with 75 per cent attributable to women's lost earnings.



Joint UNWomen/ILO Handbook

(launched 19 March 2019)

- Best practices from across the world (including Canada)
- Evidence-based guidance
- Practical suggestions at workplace level



Promising practices: workplace policies addressing domestic violence

- *Safety and security measures in the workplace*, e.g. safety planning to prevent assault, harassment or stalking at the workplace and measures to deal with harassing phone calls and e-mails.
- *Training workplace representatives, safety and health representatives, line managers and colleagues* on identifying the warning signs of domestic violence/ facilitate referrals to specialist support agencies.
- *Intervening as early as possible*, before the violence escalates and the victims feel the only option to resolve the situation is quitting work.
- *Flexible (paid or unpaid) leave or flexible working hours* to enable victims to seek protection, attend court appointments, or seek safe housing for children.
- *Protection from dismissal* during a certain period of time, to ensure victims can maintain their source of income, while leaving a violent situation.
- *Designating trusted, trained persons in the workplace*, to enable victims to confidentially disclose/seek help.
- *Psychological and practical support for victims*, including access to counselling and to confidentially discuss options confidentially and non-judgmentally with a trusted person in the workplace. Other practical support can include information about, and signposting to, specialist services.
- *Financial support*, such as advance payment of salaries or financial support in moving house.
- *Disciplinary procedures in dealing with perpetrators*, setting out relevant sanctions, such as dismissal, in a consistent way.

Source: UNWomen/ILO (2019) Handbook Addressing violence and harassment against women and men in the world of work.

Importance of social dialogue

- Tripartite and bipartite social dialogue:
 - Collective bargaining agreements (sectoral and workplace/enterprise)
 - Workplace cooperation / joint workplace solutions to ending violence against women
- Contributes to the achievement of gender equality and ending violence and harassment, economic growth and achievement of the ambitious goals on gender equality, decent work and ending violence against women under the 2030 Sustainable Development Agenda.
- Plays a key role in establishing policies, procedures and protocols on ending violence and harassment against women, including domestic violence at work, that are effective and trusted by workers.
- For definitions of social dialogue see: ILO (2018) Resolution concerning the second recurrent discussion on social dialogue and tripartism. 107th Session of the International Labour Conference; and Global Deal (2017) Thematic Brief. Achieving Decent Work and Inclusive Growth : The Business Case for Social Dialogue. Paris & Geneva, OECD & ILO.

Women's empowerment principles

- The **Women's Empowerment Principles** (WEPs) – a joint initiative of the UN Global Compact and UN Women – are global principles offering guidance to businesses on empowering women at work, including through respecting and supporting human rights and non-discrimination and ensuring the health, safety and well-being of all women and men workers.
- More than 2,000 business leaders from companies across the world have signed the WEPs.
- WEPs' Principle 3 aims to ensure the health, safety and well-being of all workers and highlights the responsibility of employers to support victims of violence and to provide a workplace that is free from violence. Suggestions include offering services to survivors of domestic violence; respecting requests for time off for counselling or medical care; training staff to recognize the signs of violence against women; identifying security issues, including the safe travel of staff to and from work; and establishing a zero-tolerance policy towards violence and harassment at work.
- See: UN Women and UN Global Compact. "Women's Empowerment Principles", <https://www.empowerwomen.org/en/weps/companies>

Standard setting by the International Labour Organization (ILO)

A new ILO Standard on violence and harassment against women and men in the world of work:

- To be agreed at the International Labour Conference (ILC), June 2019
- Recommendation (advisory) and/or Convention (binding measures)
- Recognises the importance of gender-based violence in wide range of situations where violence and harassment occurs, including domestic violence at work

Measures agreed at the ILO Standard Setting Committee (2018) conclusions:

Proposed conclusions: 'noting that domestic violence often affects employment, productivity and health and safety, and that the world of work and its institutions can help recognize, respond to and address domestic violence.' [para. 6(k)]

Member States' role in enforcement, monitoring and victim support: 'recognize the effects of domestic violence on the world of work and take measures to address them'; [para. 13(e)] and 'Encourage collective bargaining at all levels as a means of preventing and addressing violence and harassment in the world of work and dealing with the effects of domestic violence on the world of work' [19(a)];

'The measures to address the effective of domestic violence on the world of work referred to in point 13(e) should include:

- (a) Paid leave for victims of domestic violence;
- (b) flexible work hours for victims of stalking and domestic violence;
- (c) temporary or permanent transfers of victims of domestic violence to other workplaces;
- (d) temporary protection from dismissal for victims of domestic violence;
- (e) workplace risk assessments specific to domestic violence;
- (f) a referral system to public mitigation measures for domestic violence, where they exist; and
- (g) awareness-raising about the effects of domestic violence'. [para. 31]

Source: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_631787.pdf

Global companies taking a stand: example of Vodafone

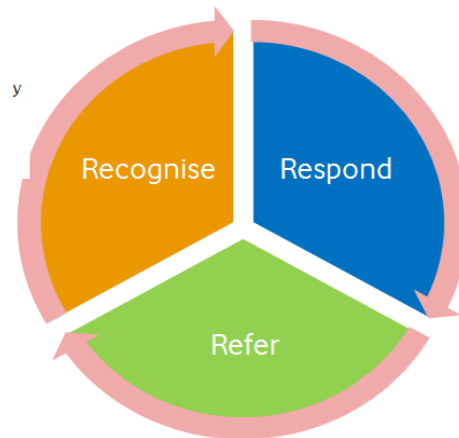
- In 2019 Vodafone agreed a global policy adopted and agreed in each of its markets and subsidiaries in Europe, the Middle East, Africa and Asia Pacific:
 - 10 days paid leave, which can be extended at the discretion of a manager
 - Support for victims/survivors in the workplace
 - Referrals to specialist services and support
 - Safety measures and planning
 - Awareness raising / training in the workplace for workers and managers
 - Perpetrator accountability
 - Links to domestic violence organisations
- Drew on best practice policy from New Zealand.
- Launched international women's week 2019, including Toolkit for managers and workers that has been widely shared amongst companies across the world, and training the trainers sessions with managers in all markets.
- Bright Sky app developed by Vodafone Foundation with Hestia (crisis support charity) available in UK, Czech Republic, Ireland, Italy, Malta, Portugal, and Romania.

- Vodafone NZ's company policy on family violence at work was introduced because the **company believed that it was the right thing to do for their employees.**
- Vodafone NZ had chaired a 'business giving network' which made the company aware that it needed to take a stand in launching a policy.
- The **policy provides ten days leave for victims** of domestic violence which can be extended if necessary. Support and **counselling is provided by NGOs partners.**
- **Perpetrators are helped to seek support** and allows unpaid leave to attend counselling.
- An employee-led Manaaki Support network provides **confidential guidance** and support and practical supports and information are provided to keep employees safe at work, such as changing phone, email address or payroll details.
- The policy was drawn up with help from the two main NGOs working victims of domestic violence.
- The policy has been **very well received by employees** and through the Manaaki support network employees have begun to avail of the confidential support and guidance.
- **Vodafone NZ has collaborated with the Human Rights Commission** to create support material for other businesses who want to implement a policy, which in turn contributed to the introduction of legislation in 2018 to provide the right to ten days leave.

Source: Vodafone Toolkit on domestic violence and abuse at work: Recognise, respond and refer (2019). Available at: <https://news.vodafone.co.nz/resource/toolkit-domestic-violence-and-abuse-work-recognise-respond-and-refer>

Vodafone's model: Recognise, respond and refer

By recognising the problem – particularly at an early stage – managers and employees will help to 'break the silence' about domestic violence and abuse in the workplace, and employees to disclose and discuss the problem. This means that everyone at Vodafone knows and understands that domestic violence and abuse is a workplace issue.



Vodafone will ensure that its policies and procedures provide a supportive workplace that can respond appropriately and empathetically when an employee discloses domestic violence and abuse.

Vodafone managers will signpost employees to internal confidential services (e.g. Employment Assistance Programme) and information about support from specialist domestic violence support organisations, counselling services and other tools such as the 'bright sky' app (where available), in order to report concerns.

'STOP Gender-based violence at work' campaign for an ILO Convention

SUPPORT AN ILO CONVENTION

STOP
GENDER-BASED
VIOLENCE
AT WORK!

CLICK HERE TO SEND A TWEET

**818 Million
Women**

**globally have
experienced
sexual or physical
violence at home,
in their
communities
or in the
workplace**



Many thanks.

Any questions?