

DOMESTIC VIOLENCE AND ABUSE AT WORK:

Recognise, Respond and Refer



Together we can



vodafone

Vodafone Foundation invests in the communities in which Vodafone operates, focusing on the challenges where we believe technology can make the biggest difference. One of the challenges is domestic violence and abuse. For over a decade, we have worked in partnership to deliver a programme of ‘Apps against Abuse’ – including Bright Sky – to connect over 1.3 million people to information, advice and support.

In 2019, Vodafone introduced the first global policy on domestic violence and abuse, offering a wide range of supports for employees. The outbreak of Covid-19 resulted in the majority of Vodafone's global employee base shift to remote working. At the same time, reports of domestic violence intensified worldwide, with the UN Women citing security, health and money worries, isolation with abusers and movement restrictions as the key exacerbating factors.

During this time, the supports available under the policy were adapted to remote working, with new guidance and awareness raising tools provided for all employees and managers. Since then most employees have returned to the office, and many are continuing to work remotely some of the week in a hybrid of office-based and remote working.

In 2021, Vodafone commissioned external research on domestic abuse that shows how restrictions during the pandemic increased domestic violence amongst people of working age. It reaffirms the vital role of workplace policies and support for survivors in preventing domestic abuse and helping survivors recover and move on with their lives.

This new edition of the Vodafone Toolkit updates the guidance by adapting it to new ways of working, whether this is office-based, hybrid or remote working. For many, having the chance to work from home can be a positive experience, but for others office working is preferable. Being able to adapt the model is important to meeting the needs of all employees. It also ensures that survivors of domestic abuse can be supported and remain in employment.

This toolkit was produced for the Vodafone Foundation by Dr. Jane Pillinger and builds on much that the Foundation has learnt from our partners over the last ten years. Our intention is that through the toolkit, employers and managers will feel more confident to address this issue and support those affected by abuse within their teams and organisations.

Andrew Dunnett,

**Vodafone Group Director,
SDGs, Sustainable Business & Foundations**

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Interactive key



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“Our research shows we need to build survivor support into our plans for post COVID-19 ways of working. As we adopt hybrid working at Vodafone, survivor support is available for our employees irrespective of how or where they are working. By sharing our learnings, toolkit and solutions, we aim to help other employers adopt policies so that together, we can help to end the cycle of abuse”

Leanne Wood,
CHRO Vodafone Group



VODAFONE'S WORK IN PREVENTING DOMESTIC VIOLENCE AND ABUSE

Vodafone's policy on Domestic Violence and Abuse

In 2019 Vodafone commissioned global research that revealed 80 million working women across 107 countries –approximately 15% of women in the workforce – had experienced domestic violence in the last 12 months. More than one third (38%) of survivors surveyed said they suffered from reduced productivity. This research, alongside over a decade of work by Vodafone Foundation to support survivors informed Vodafone's Policy. A summary of 2019 KPMG international research, commissioned by Vodafone, on the impact and costs of domestic abuse can be found [here](#).

In 2019 Vodafone launched the first global domestic violence and abuse policy, providing a comprehensive range of workplace supports, security and other measures for employees at risk of, experiencing, and recovering from, domestic violence and abuse.

In 2020 Vodafone Foundation commissioned a review of the implementation of its policy on domestic violence and abuse. The review was carried out across Vodafone markets, drawing on learnings, promising practices, and particularly the new challenges and risks in the changing world of work brought about by the COVID-19 pandemic.

It identified ways that both Vodafone and other companies can continue to build tools, awareness and leadership strategies to help ensure the safety of their employees globally through these unprecedented times. Key learnings from this review can be found [here](#).

In 2021, Vodafone Foundation commissioned research on domestic violence and abuse across nine countries. Similar to the 2019 research, it found that one in three of all employees experienced domestic abuse, with various impacts on survivors' health and wellbeing and their productivity and career development at work.

Both the 2019 and the 2021 research confirms the vital role played by employers and workplace policies and supports in the prevention of domestic abuse. The 2021 research also showed that there was an increase in domestic abuse during the COVID-19 Pandemic.

“The launch of the Vodafone Domestic Violence and Abuse policy had really a powerful impact on me, it gave me the language to describe my experience and to be able to know what was happening to me”.

Vodafone employee and survivor who had experience physical and emotional abuse for many years. Knowing the policy was there helped her to have the confidence to leave the abusive relationship.



2021 RESEARCH ON DOMESTIC VIOLENCE AND ABUSE*

Domestic Violence and Abuse has grown

1 in 3

workers have experienced Domestic Violence and Abuse

56%

experienced an increase in domestic abuse during the pandemic.

Most common types of abuse

Psychological/emotional **64%**

Physical **50%**

Financial **27%**

Workplace support is critical

94%

say Domestic Violence and Abuse has had a negative impact on their work performance

72%

of survivors said their workplace provided them with a feeling of safety compared to their home

16%

of workers surveyed have a formal policy for support

33%

say their workplace has provided access to a safe space to work.

*In 2021, Vodafone Foundation commissioned research of 4,762 workers in the UK, Germany, Spain, Italy, South Africa, India, Turkey, Kenya and Ireland. Of whom 1,540 have experienced domestic abuse

Workplace support should include

1

Awareness

raising about domestic violence and abuse and creating space for employees to talk about the issue and get support.

2

Policy

paid safe leave, safety planning, recognition of abuse in all its forms, training of managers.

3

Recognition

of different types of support for hybrid, remote and office working.



ABOUT VODAFONE FOUNDATION'S 'APPS AGAINST ABUSE'

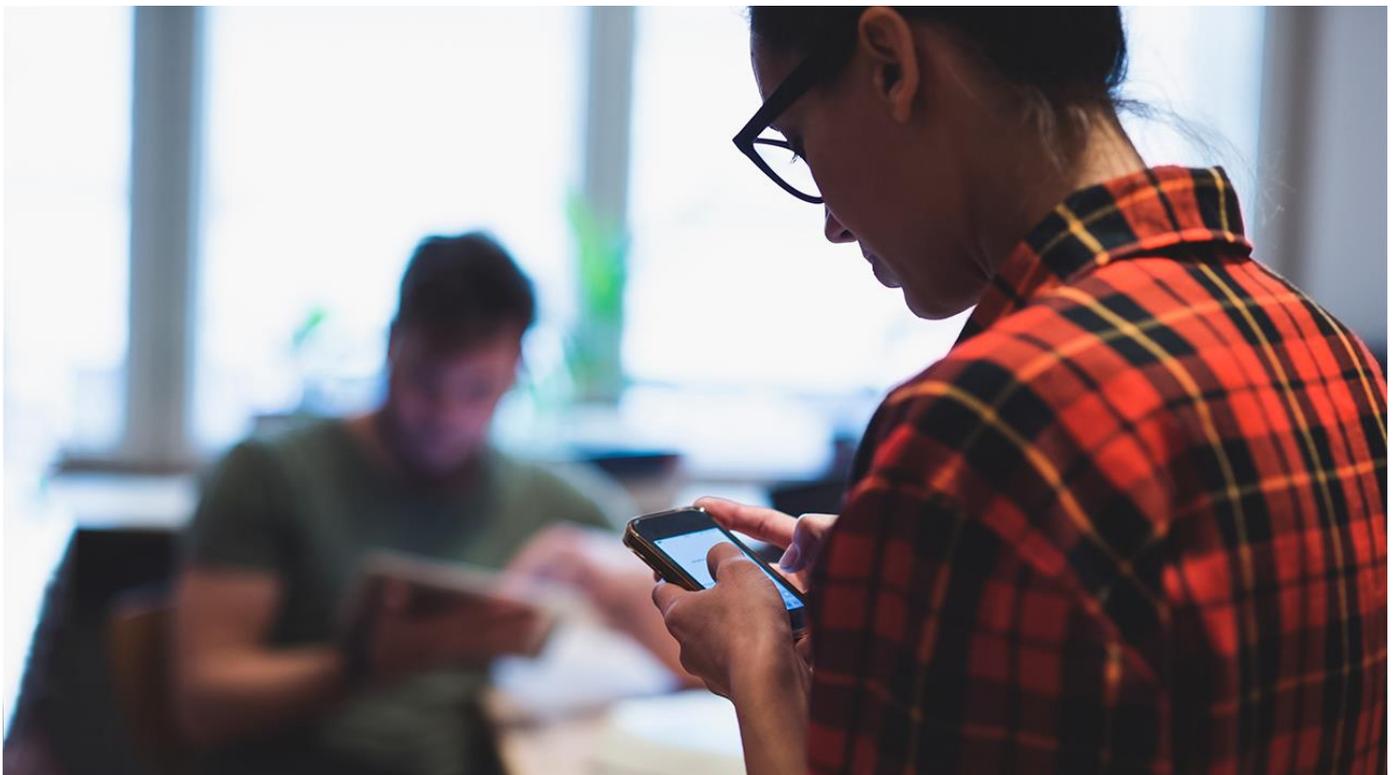
Bright Sky, created by Vodafone Foundation in partnership with the UK-based crisis support charity Hestia, enables users to locate their nearest support services by searching their area, postcode or current location. A short questionnaire also helps users assess the safety of a relationship and provides information about different forms of abuse, the types of support available, steps to consider if leaving an abusive relationship and how to help a friend affected by domestic abuse.

As well as giving help and advice, the Bright Sky app is designed to log incidents of domestic abuse without any content being saved on the device itself. It enables users to record incidents in a secure digital journal, using a text, audio, video or photo function. Evidence collated through this function will enable police to intervene and can help secure prosecutions.

The international rollout of Bright Sky builds on more than a decade's work by Vodafone Foundation to develop mobile services to support victims of domestic violence and abuse. Close to a million people¹ have benefitted from the services, including: the TecSOS technology, which has helped more 100,000 high-risk survivors of domestic violence in five countries; Easy Rescue, which has supported over 300,000 women in Turkey; and gender based violence hotlines in South Africa and Kenya, which have connected over 500,000 victims to help during crisis.

For further information see:

<https://www.vodafone.com/vodafone-foundation/focus-areas/apps-against-abuse>



AIMS OF VODAFONE'S DOMESTIC VIOLENCE AND ABUSE TOOLKIT

The Toolkit is designed to support any employee that is impacted by domestic violence and abuse. It gives information and practical examples to help support employees and managers and draws on evidence of promising practices across the world.

It is based on the premise that we all have a role to play in ending domestic violence and abuse. Case studies, based on real life scenarios, also aim to promote discussion about developing the best responses to cases of domestic violence and abuse. There is no quick fix and managers and colleagues should be prepared to spot early warning signs for domestic violence and abuse and respond to each case appropriately.

It is applicable to all the different settings where work takes place e.g. in the office, working remotely from home or hybrid working (combining work in the office and from home), as well as in external meetings with clients and colleagues, business related trips or social events, or through email, text and/or telephone.

Companies have an important role to play in helping to prevent domestic violence and abuse where it impacts on the workplace – and when a survivor's work, productivity and safety are affected.

Vodafone is one of a growing number of companies across the world that is aware of their duty of care to support survivors of domestic violence and abuse, leading them to develop and implement proactive responses in the workplace. Vodafone also recognises that there are important links between home and work that may impact on performance and safety, one of which is the impact of domestic violence and abuse.

Domestic violence and abuse is a violation of an individual's human rights. It can severely impede the health, wellbeing and safety of affected employees, impacting on their capacity to work and to progress in their careers. It can have devastating effects on children and other family members.



DEFINITIONS OF DOMESTIC VIOLENCE AND ABUSE

Domestic violence and abuse² (sometimes defined as intimate partner violence, family/carer violence, domestic abuse or domestic violence) is an incident or pattern of physical, verbal, sexual, emotional or psychological abuse.

It can involve financial/economic abuse and control, and/or stalking and harassment that is perpetrated by one intimate partner over another.

Domestic violence and abuse frequently involves control, coercion, threatening behaviour and abuse. It frequently takes place over time, often starting with small acts of abuse.

- **Physical violence:** involving hitting, kicking, burning, pulling hair, stabbing and shooting, leading to injury and in the worst cases death.
- **Sexual abuse:** unwanted sexual attention, including rape.
- **Coercive control:** a systematic pattern of behaviour with the purpose of undermining a survivor and creating fear through threats, humiliation and intimidation and depriving an individual of support and independence³. It is a psychological or emotional form of abuse that is used to control and limit the freedom of an intimate partner.
- **Financial/economic abuse:** control of finances, often used to prevent a survivor from having the money to pay for transport to get to work, or to buy suitable clothing for work. Without financial independence, it can be very difficult to leave a violent or abusive relationship.
- **Emotional/psychological control and threats:** can affect confidence and self-esteem and may also include control over social interactions and autonomy.

- **Stalking:** workplace stalking often results in the perpetrator following a survivor to and from their place of work, or hanging around the workplace entrance.
- **Cyber harassment:** many of the forms of control, threats and stalking are carried out virtually through email, text messages, telephone messages etc.

Any individual can experience domestic violence and abuse, and it can occur between opposite or same-sex intimate partners of any age, who may or may not be married or living together. It can also occur between family members, or between carers and those they live with or care for in the home.

Domestic violence and abuse can continue after a relationship has ended. Although women and men can both be survivors of domestic violence and abuse, women are predominately the survivors and men predominately the perpetrators.

An estimated 1 in 3 women worldwide have experienced physical and/or sexual abuse at some stage in their lives.

Most of this is violence and abuse from intimate partners.⁴ Very few look to formal institutions for help and less than 10 per cent of women seek help from the police.⁵



THE COVID-19 PANDEMIC AND REMOTE WORKING

Since the onset of the Covid-19 pandemic, lockdowns and confinement have led to an unprecedented increase in reported cases of domestic violence, with the numbers contacting helplines more than doubling in some countries.⁶

Working remotely during this Covid-19 crisis makes reporting and seeking help even harder. During confinement and when people are working remotely the situation can become far worse as financial stress, living in a confined space with tension and fear – means that giving support and help can be much more difficult.

During confinement, perpetrators had a greater chance of exercising control and causing physical or psychological harm.

There may also be much greater potential for there to be disruption of an employee's work, making it more difficult to make a call to a help line or to talk to a manager or colleague to access workplace supports. A perpetrator may refuse access to a telephone to talk to a friend, work colleague or manager. There may be control over work resources, destruction of work equipment such as a telephone or computer, and controlling tactics such as interruptions, refusing to care for children, as well as constant surveillance and violence leading to physical injuries, to prevent someone from carrying out their work tasks.

As countries emerge from the pandemic, remote working, including hybrid working, will continue to be an option for employees and survivor support needs to be embedded into new ways of working.



MYTHS AND FACTS ABOUT DOMESTIC VIOLENCE AND ABUSE

Myth: Someone would not be abusive for no reason – ‘my cousin was probably only abusive because their partner did something to make them angry’.

Fact: There are no excuses for any form of domestic abuse. Perpetrators often try to exert control through intimidation and physical abuse, but that is no reflection on the person experiencing it and it is never their fault. Only the person carrying out the abuse can control the abuse.

Myth: Continuous fighting at times is normal in a relationship. They will probably sort it out eventually.

Fact: Continuous fighting is not normal and can be a sign of an abusive relationship.

Myth: It is very unlikely that older people in long-term committed relationships experience domestic abuse – especially if one of them is acting as a carer for the other.

Fact: Anyone can experience domestic abuse regardless of his or her age. Older people can sometimes face even more barriers when it comes to seeking support than younger people. Their abuser may be their carer, too, making it difficult for them to access information and support.

Myth: It does not really happen to people with high incomes.

Fact: Domestic abuse affects people from all levels of income and backgrounds.

Myth: My brother only shouts at his girlfriend because he has a drug and alcohol problem. He cannot control it.

Fact: Many people use alcohol or drugs and are not abusive, and neither are an excuse for any form of abuse.

Myth: My friend is manipulating her partner and puts him down emotionally, but that does not mean she is being abusive: it is just the way she is.

Fact: Being emotionally abusive and manipulative is never OK and can cause serious harm. If you are worried about someone you know, reach out to them and offer your support.

Myth: If they were really suffering from abuse in the relationship, they would just leave.

Fact: Leaving an abusive relationship is not an easy step. Many people stay because they believe their partner has the potential to change.

Source: Hestia & Vodafone Foundation Bright Sky app.



LAWS ON DOMESTIC VIOLENCE AND ABUSE

Laws play an important role in providing protection from domestic violence and abuse. According to the World Bank, at least 144 countries have passed laws on domestic violence.⁷ Even where laws have not been passed, there are a range of international treaties and norms relating to domestic violence and abuse that are applicable to all countries.⁸ Domestic violence is also recognised as a workplace issue in the ILO Violence and Harassment Convention No. 206 and the accompanying Recommendation No. 190, agreed in 2019.⁹

In some countries the law addresses domestic violence and abuse at work, including duties on companies to support employees who are survivors of domestic violence. These laws exist, for example, in Italy, Spain and New Zealand.¹⁰ You can find out more detailed information about what laws and policies exist in your country by accessing UN Women's Global Database on Violence against Women and interactive map.¹¹

While laws are important in setting out rights and in sending powerful messages to change attitudes and culture, they alone are insufficient in addressing the impact of domestic violence and abuse in the workplace. Studies show that domestic violence and abuse is most likely to occur in countries where social norms result in acceptance of domestic violence as normal.¹²

Changing these social norms can start in the workplace. When companies send the message that domestic violence and abuse is unacceptable this can have a wider impact, sending a strong message to the wider community.



WHY DOMESTIC VIOLENCE AND ABUSE IS A WORKPLACE ISSUE

Between 30 and 40% of survivors of domestic violence and abuse will be in employment at some point in their lives.

This means that most workplaces will be affected in some way or another. This is higher in some countries, for example, research carried out in Turkey found that 40% of working women had been exposed to domestic violence and abuse from their partners at some point of their lives and 13% had experienced domestic violence in the previous 12 months.¹³ In the same study, women earning higher wages than their husbands were also more exposed to domestic violence and abuse.

The majority of employees affected by domestic violence and abuse say that domestic violence and abuse has affected their work performance or their safety at work.

- Domestic violence and abuse affects work performance and ultimately impacts on the capacity of a survivor to be able to stay in work, take up training opportunities and progress in their careers.
- Surveys show that between one-third and one half of survivors of domestic violence and abuse report that their job performance was negatively affected, and on average three out of four had a hard time concentrating while at work.
- According to KPMG's 2019 research for Vodafone, women experiencing domestic violence had a potential loss of earnings because of domestic abuse, related to missing out on promotion and career progression. This amounts to a loss of income of \$2,900 per annum.¹⁴

- Domestic violence and abuse may also affect the safety of survivors and co-workers in the workplace. This may arise if an abuser stalks a survivor, threatens or abuses a survivor in their workplace in person, or through abuse by text or email by using workplace resources such as computers, mobile phones and telephones.

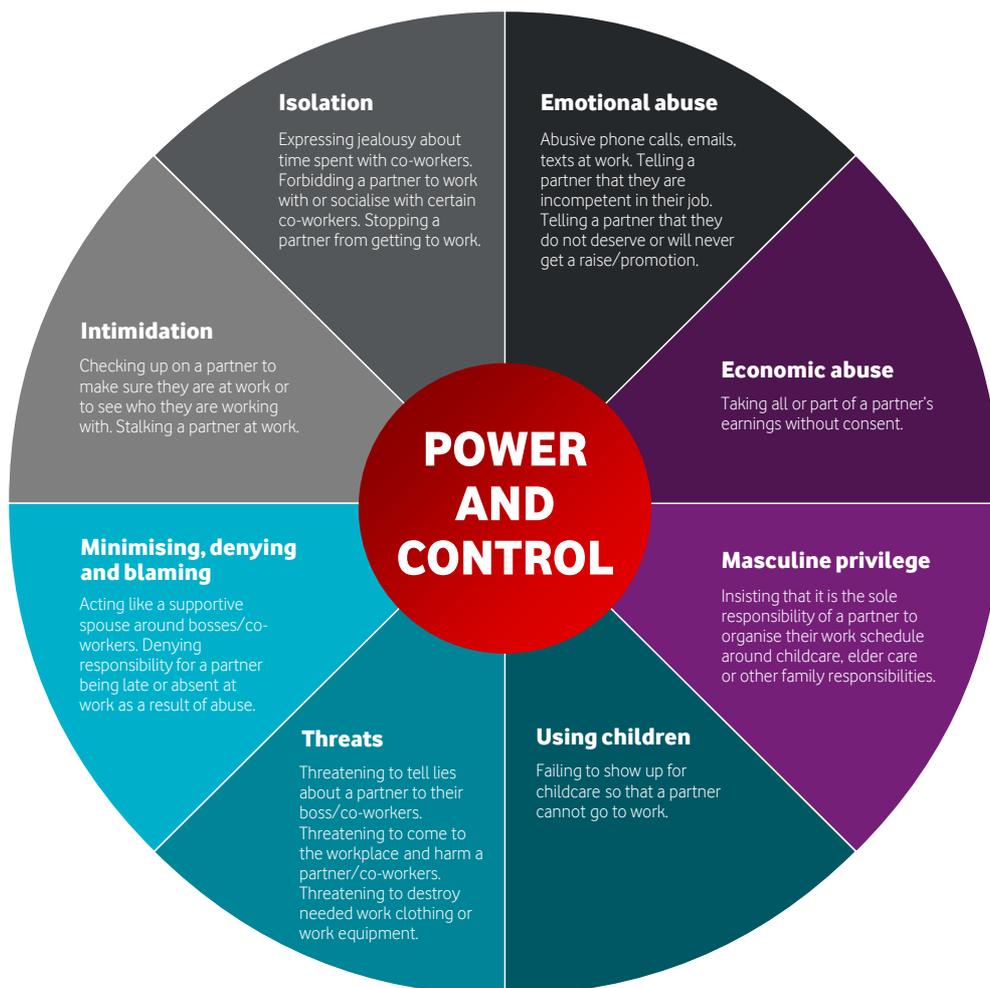


UNDERSTANDING DOMESTIC VIOLENCE AND ABUSE AS A FORM OF POWER AND CONTROL

Domestic violence and abuse is a form of power and control. As the Power and Control wheel below shows, domestic violence and abuse impacts on the workplace and on survivors' capacity to work in different ways.

Forms of power and control include isolating the survivor, emotional abuse, economic abuse, masculine privilege, using children, through to threats, minimising, denying and blaming and intimidation.

Domestic Violence at work



Source: ILO & UN Women (2019)



THE BUSINESS CASE

When domestic violence follows survivors into the workplace it impacts on productivity, morale, wellbeing and workplace relationships. It puts limits on an employees' full and active participation in work. Domestic violence and abuse particularly affects the retention of women workers.

In practice, many women experiencing domestic violence and abuse end up leaving their jobs. Career chances may be jeopardised, particularly if a survivor leaves her work without a reference. Research in Australia found that 25–50% of Australian women subjected to domestic violence reported having lost a job, at least in part due to the violence. Preventing this from happening and supporting survivors of domestic violence can be important in helping them survive the impact of domestic violence and stay in work. Quite simply, it can save the life of survivor.

Research commissioned by Vodafone Foundation (conducted by Ipsos MORI) confirmed that HR leads in organisations who have had disclosures or who believe employees are affected by domestic abuse felt that domestic abuse had impacted on their organisation in ways such as productivity decline, absenteeism and quality of work suffering.¹⁵

In addition, the workplace may be the only safe place for a survivor of domestic violence and abuse – but it can be a place of risk if a violent/abusive partner or ex-partner knows the survivor's place of work. Remember that everyone's experience is unique. The International Labour Organisation says "...work can be a preventive and protective factor in the lives of survivors, as often the workplace offers a break from the violent situation and can be a place where the violence is identified."¹⁶

As well as being the right thing to do, there is also a strong business case for preventing domestic violence in the workplace and in giving survivors the support that they may need.

- Sick leave and lost working hours will be reduced.
- Companies have improved reputations, enabling them to attract and retain workers.
- Survivors are able to spend time on their work instead of dealing with anxiety and fear, or struggling to deal with the consequences of violence and abuse.
- Employees will be more productive and happier if they are able to talk to someone they trust and find a solution to their safety at work.
- There is a positive impact on the wider community and family relationships if violence and abuse is identified and prevented.



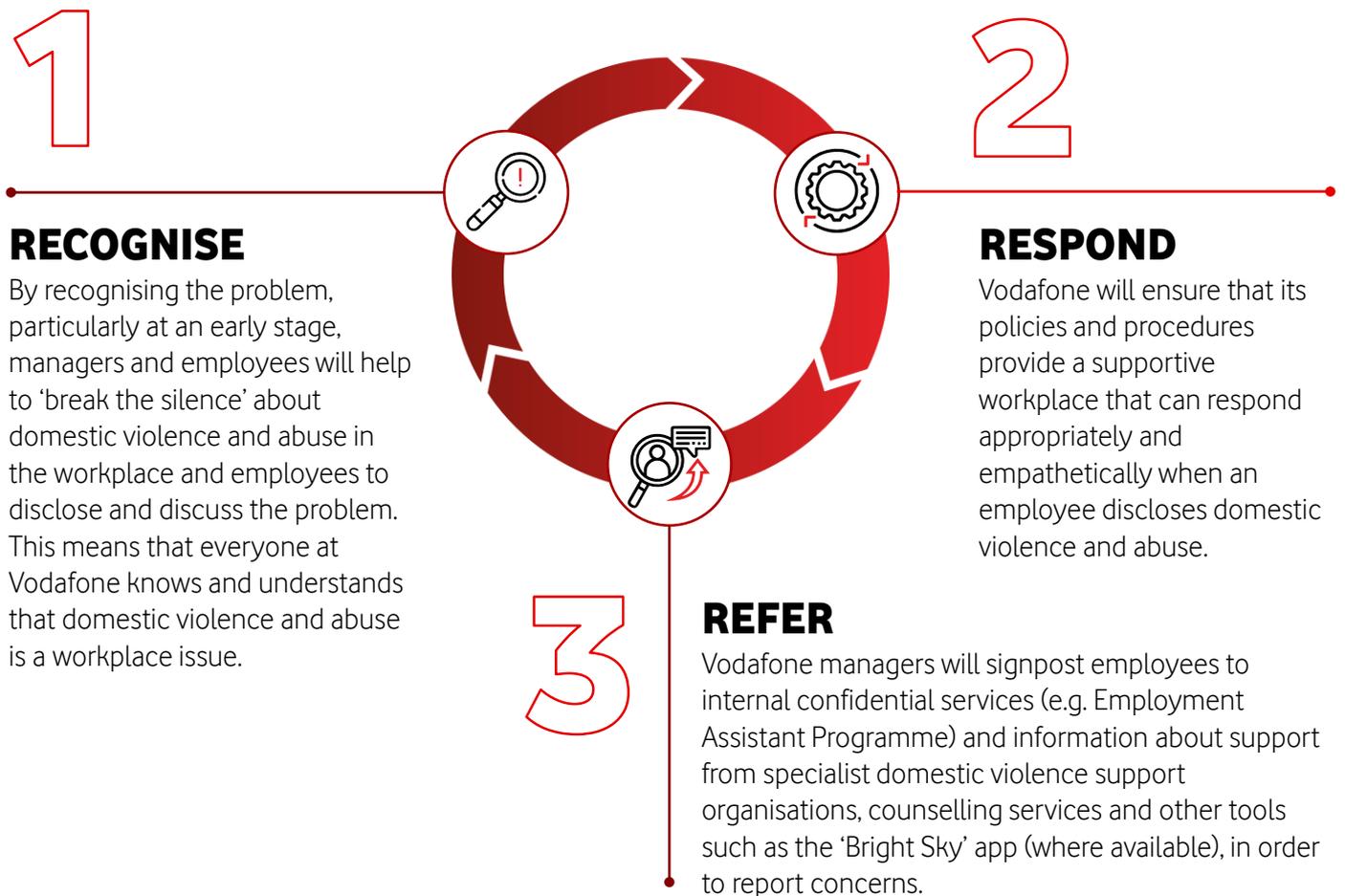
TAKING A PROACTIVE APPROACH: RECOGNISE, RESPOND AND REFER

RECOGNISE the problem, **RESPOND** appropriately and **REFER** to specialist services.

This model has been used extensively across the world as a framework for a comprehensive approach to support survivors of domestic violence and abuse at work.

This guidance is relevant to all working arrangements, whether this is office-based, hybrid working (part office, part remote working), or remote working (working from home or other remote location).

This section looks at how to become more aware of the early signs of domestic violence and abuse and take the early warning signs seriously. Remember to always consult an expert/domestic violence specialist if you are not sure if what you are seeing poses a risk. Do not make assumptions! Even if you find out that it is not domestic violence and abuse that is leading to changes in work attendance or performance, there may be other personal issues that an employee is facing that you can help with (such as a recent bereavement, relationship break-up or mental health difficulty).



RECOGNISE

Recognising the signs of domestic violence and abuse

CHANGES DURING REMOTE WORKING / HYBRID WORKING	<p>All of these signs may be spotted when someone is working remotely. It is much harder to recognise the signs of domestic violence and abuse where the only contact is through telephone, text, email and other online contact.</p> <ul style="list-style-type: none">• A colleague does not participate in calls or online meetings, or is on mute/video off for prolonged periods.• They may be called away or interrupted by a partner when on the phone or in an online meeting.• There may be changes in work performance or work quality.• They may be withdrawn or distracted.
CHANGES IN WORK ATTENDANCE	<ul style="list-style-type: none">• Unexplained changes to start times or being late for meetings, online or in person.• Wanting to change working hours for no particular reason, needing to leave work early.• Frequent unexplained absence from work.• Increase in sick leave.• Spending an unusual number of hours at work for no particular reason.
CHANGES IN WORK PERFORMANCE AND PRODUCTIVITY	<ul style="list-style-type: none">• The quality of work has deteriorated – performance targets and deadlines are missed, and mistakes are made.• Work quality is affected by frequent text messages, emails, phone calls and/or visits to work by the employee's partner.• There is an avoidance of phone calls and there are signs of distress or anxiety when a text or phone message is received.
CHANGES IN BEHAVIOUR OR DEMEANOUR	<ul style="list-style-type: none">• Changes in behaviour – becoming quiet, anxious, frightened, aggressive, distracted or depressed.• Becoming isolated from colleagues – not joining colleagues for coffee or lunch breaks, not joining in work social events.• Secrecy about home life and relationships.• Fear about leaving children at home and not leaving work on time.
PHYSICAL CHANGES	<ul style="list-style-type: none">• Visible bruising or injuries with unlikely explanations.• Changes in clothing, such as wearing long sleeves to hide injuries.• Changes in appearance, e.g., in the use and pattern of make-up.• Tiredness and irritability.• Substance use/misuse.
OTHER FACTORS	<ul style="list-style-type: none">• Partner or ex-partner stalking an employee in or around the workplace or on social media.• Partner or ex-partner exerting unusual amount of control or demands over work schedule.• Isolation from family and friends.



Case study 1:

TRAINING FOR MANAGERS IN VODAFONE IRELAND

Mandatory training for all of Vodafone's 137 people managers was run in partnership with Women's Aid, Ireland's leading domestic violence charity. The Bright Sky app, which launched at the same time as the policy, was integrated into the training. The training consisted of nine half-day training sessions. The CEO of Vodafone Ireland has been passionate about the need to end domestic violence and has given strong leadership to the issue.¹⁷ The CEO and all members of the Senior Leadership Team participated in the half day training alongside the people managers, which helped to show that this was being driven from the top.

The HR training lead at Vodafone Ireland helped to set the learning in the context of the policy, taking managers through their role, what was in the policy, including applying the 'Recognise, Respond and Refer' model. She helped people to understand that domestic violence is an issue of power and control, and that when power is taken away from someone, they can get this power back through the workplace.

The training was developed and adapted to the workplace setting following a one-day training course run by Women's Aid for the HR team, which helped the team to draw up content that would help to bring managers on board. This meant starting softly, building an awareness of psychological abuse and then to build on this so that people could be empowered to play a role. The training was very successful and there was an extraordinary response from managers. Many had not realised the extent of domestic abuse and its impact on the workplace. Some people went on to volunteer for Women's Aid in the community. Vodafone Ireland is also sharing their experience in order to empower other businesses to take action.



RECOGNISE

Recognise: that domestic violence and abuse takes many forms and affects different people in different ways.

Stigma, as well as social and cultural norms, often prevent survivors from speaking about their experiences and seeking help.

This may be even more heightened if someone is not office based all of the time, carrying out remote or hybrid working. Some groups of women and men may experience additional difficulties or vulnerabilities and may be reluctant to disclose domestic violence and abuse. Some may face multiple forms of discrimination that makes it difficult for them to seek help from a manager.

- LGBTI+ employees experiencing domestic violence and abuse may be reluctant to speak out or seek help from a manager, particularly if they are not 'out' at work. They may fear that a perpetrator will threaten to 'out' them at work or to family members.
- Women may experience increased levels of domestic violence and abuse when they are pregnant or after giving birth, and subsequently when they have childcare responsibilities.
- Disabled people experience higher levels of domestic violence and abuse than non-disabled people and they may be less likely to speak out about their experiences if their work situation is insecure.
- Minority ethnic women and men may face added barriers to seeking help and disclosing domestic violence and abuse and seeking support because of discrimination and racism.
- Older women and men are less likely than younger women and men to report their experiences of domestic violence and abuse and seek help.

Recognise: what you can or cant do

An important element of an effective response is knowing what a manager or an employee can and cannot do. Knowing what your limits are and how you can respond is important.

Remember you are not an expert and you should not try to 'solve the problem'.

- Focus on work related impacts and let the employee know what you can and cannot do (making sure that you are also familiar with the domestic violence and abuse policy and what can be offered to an employee).
- If you are not sure, do not make promises of what the company can provide, rather check what is possible with Human Resources.
- Ask what you can do to help, let them know that you are there to help and that you can offer information and resources (internal and external).
- Be prepared to implement both safety and prevention measures, working closely with relevant departments, including Human Resources, security, IT and domestic violence experts.
- Always respect the individual's decision to not disclose and listen and respond in a non-judgemental way.
- For colleagues working remotely or hybrid working, stay in regular communication and communicate clear messages to all employees as this may help those affected to disclose, such as: 'Vodafone understand the heightened risk of domestic violence during Covid / when people work from home' and 'you are a valued employee and your job is safe'.



RECOGNISE

Recognise: **the need for confidentiality, while balancing this with safety in the workplace**

It is important to recognise the need for confidentiality. However, employers are also responsible for - and have a duty of care - for their employees' safety in the workplace. Balancing these two is important – this means understanding when it is relevant to respect confidentiality and at what point to disclose potential safety risks.

Confidentiality should never be a reason for not doing anything or not getting involved in supporting a survivor. There are not hard and fast rules on this, but understanding the need to balance the two is an important starting point. Ensuring safety in the workplace inevitably involves informing key managers, security personnel and co-workers of potential risks, which may or may not require disclosure of personal information. However, a rule of thumb is that disclosure of information about a survivor or the risks posed by a perpetrator in the workplace should only take place in the following circumstances:

- Where there are potentially dangerous or emergency situations;
- Where safety planning is necessary;
- To implement protection or restraining orders in the workplace.

In some countries there is a legal duty of disclosure in cases where there are potential risks to others. It is important to check whether the laws in your country include this legal duty to disclose and what the responsibilities of an employer or manager are.

Recognise: **information, raising awareness and training**

An important part of Vodafone's commitment to recognising and preventing domestic violence and abuse and the impact on the workplace is to ensure that everyone in the workplace is aware of the problem and knows what the company can and cannot do. Through information, awareness raising and training, everyone can learn about domestic violence and abuse and know what role they can play.



RESPOND

Respond: workplace policy and procedures

Workplace policies and procedures help to identify support that can be provided for survivors. They can help managers and colleagues to respond appropriately and empathetically when an employee discloses domestic violence and abuse. This applies to all working arrangements, including remote or hybrid working.

The starting point is to ensure that all managers and employees know that there is a domestic violence at work policy. It is important that everyone knows and understands the role they can play.

The different elements of a workplace policy

1

Define domestic violence and abuse

2

Set out the company's commitments

3

List the provisions of the policy:

- a. Adjustments to work tasks/work location
- b. Flexible working time and paid leave
- c. Safety planning
- d. Referrals to specialist DV services and counselling

4

Information, training and awareness of managers and employees



RESPOND

Having a workplace policy and guidance is important for several reasons

- It contributes to a workplace culture where domestic violence and abuse is understood and where support is given to survivors.
- It ensures that employees know that domestic violence and abuse is unacceptable and is treated as misconduct in the workplace, even if this occurs during remote/hybrid working.
- It sends a strong message to employees that the company is serious about the issue and that appropriate support and help will be provided. This is important in giving reassurance to survivors of domestic violence and abuse and for them to feel safe to disclose the abuse.

The workplace may be the only safe place for a survivor to disclose domestic violence and abuse and where employees feel safe to talk about their experiences. If someone is remote or hybrid working, a useful tactic is to ask them to attend a meeting in the office where support and information can be given.

Respond: where there may be an immediate threat to the survivor of her/his/their colleagues in the workplace.

In some cases it may be necessary to act immediately if there is a risk to the survivor or their colleagues in the workplace. If in doubt, do not hesitate to call the police and/or seek advice from a domestic violence organisation. The first thing to check when carrying out a safety plan¹⁸ is whether the survivor has a protection or restraining order and if it covers the workplace. Check what the order covers and that the company complies with the provisions contained in the order. A survivor may require some support or signposting for specialist information about how to apply for an order.

A protection or restraining order is issued by a court to protect the survivor from domestic violence. It can cover stalking and the workplace, if relevant. In some countries, employers can apply directly for an order if employees are threatened with domestic violence and abuse in the workplace. Orders specify that the perpetrator/alleged perpetrator does not engage in actions or contact with the survivor, and may also include contact by telephone, mail, text etc. A non-violent contact order can be issued, requiring the alleged perpetrator to cease violent contact, but to allow the survivor to have contact with them. Failure to comply will result in prosecution.



RESPOND

Drawing up a safety plan

- With the survivor, involve all relevant personnel who can assist with safety planning, e.g. Human Resources, Security (including cyber security), IT, work colleagues.
- Assist the survivor to be aware of their own safety (e.g. having telephone numbers of support services, who to contact if there is potential danger, downloading the Bright Sky app).
- In remote or hybrid working, assist the survivor to consider their own safety, including coming into the office for a meeting, having a safe person to contact and an emergency telephone number listed under a code word. Advise them they can access the office as a safe place to work.
- Provide a new/safe parking space close to the entrance, an escort to and from parking if necessary, improve lighting and security measures e.g. security camera or panic button.
- Change office location, ensure the survivor is never working alone, and/or move desk away from the entrance and windows where they can be easily seen from the outside.
- Review and temporarily rearrange work tasks to reduce risk of violence e.g. if a survivor is on the front desk or in a public space such as a shop.
- If the survivor is being stalked or harassed on email, mobile phone and/or social media, provide a new email address, mobile number and divert phone calls.
- Inform the police if there are concerns about a survivor being abused in the workplace, including if a protection order is being broken.



Case study 2:

HELPING A SURVIVOR WITH A SAFETY PLAN DURING LOCKDOWN

During the lockdown, Sofia was working remotely from home. She experienced intolerable violence and abuse from her partner, and it was impossible for her to continue working. She needed to get out of the abusive situation she was in. She called the HR department for help, who in turn linked her to the Security Department. They helped her draw up a safety plan.

In order to leave, and travel to another part of the country to stay with her parents, she needed to get a permit, as travel was not permitted and to travel without a police permit would have resulted in her being fined. Getting this permit required her employer to verify to the police that she was in a dangerous situation and that as an employee they allowed her to relocate to another part of the country.

HR gave her support and the Security Team put her in touch with someone from the local police who was able to support her in her relocation. The Security Team was aware of the policy and the protocols which sets out an explicit role to ensure the safety of victims of domestic violence; they knew the process to follow in contacting the local police. The support provided by HR and her line manager included checking in on her regularly, providing 10 days paid leave to enable her to have some time to move and settle into her new location and to set up the new remote working. Sofia is now settled in her new location which is working well for her and she has been able to continue working remotely as the call centre operations will continue to operate in this way for the coming months.

Case study 3:

ADDRESSING SECURITY RISKS IN THE CAR PARK

Sasha is current hybrid working, 3 days in the office and 2 days at home. At the end of one working day in the office, Sasha went to the staff car park to discover that her car has been vandalised and there is a note saying 'I will get you wherever you are'. She doesn't know who has done this but suspects that it is her ex-boyfriend who has been stalking her and sending text messages. She is scared and doesn't know what to do or who to turn to. The security guard at the car park knows her ex-boyfriend well and was unaware that they had separated or that he was threatening her. He had let her ex-boyfriend into the car park as he had done many times over the previous year.

She knows she must do something and isn't sure if she trusts the security guard so makes a plan to talk to her manager the next day. The next day she spoke to her manager who helped her put in place a plan for a new parking space and to be accompanied to and from her car, so that she can be safe arriving and leaving work. Her manager spoke to the security guard and told the security guard not to let Sasha's boyfriend in the car park and if he did try, the guard should immediately call Sasha's manager and the police.



RESPOND

Respond: talking to an employee who is experiencing domestic violence and abuse

Domestic violence and abuse is traumatic and distressing – it can cause loss of confidence, anxiety, sleep problems, depression, anger, isolation and withdrawal from socialising with work colleagues. Many survivors feel shame and guilt. As with other sensitive work-home related issues – such as responding to mental health or substance misuse issues that impact on the workplace - how a manager communicates with an employee can make all the difference as to whether an employee feels safe to disclose domestic violence and abuse.

Although a manager is not expected to be an expert, there are certain things that are important to know in order to respond appropriately. Listen, encourage and work with those reporting abuse to ensure they document any incidents of abuse in the workplace, including by telephone, e-mail or text messages.

The following tips help ensure effective, open, empathetic, sensitive and non-judgemental communications:

- Do not judge - listen, be patient and let them tell you what has happened in their own time.
- Avoid giving personal advice, help your employee or co-worker find the help they need.
- Avoid asking questions about what happened if they are not ready to talk about it.
- Let them know that what they tell you is confidential, but that precautions may need to be taken if there are safety concerns for other employees.
- Remember that the survivor may just need someone to be there for them.
- Allow them to be in control - ask how you can help and allow them to make their own decisions.

- Help them find information but avoid insisting on them doing anything or speaking to anyone they don't want to.
- Be respectful and understand that the employee may be uncomfortable with being touched.
- Be supportive. Acknowledge what they are going through and let them know options and support available to them, now and in the future.

Hybrid and remote working: how to communicate with and respond to a survivor working from home

- Communicating regularly with employees, staying connected (through regular virtual or in person meetings and phone calls) and building trust is crucial.
- If a colleague is affected by domestic violence, encourage them to seek support.
- Keep contact up through regular one-to-one communications and find possible safe ways to communicate with an employee.
- Provide information where support or emergency help can be accessed (e.g. keeping emergency numbers easily accessed on a mobile phone) and encourage use of Bright Sky.
- If there is online or telephone abuse, divert calls and emails to a colleague, and help an employee set up new safe ways to communicate in the future, including e-mail and phone number changes.



RESPOND

Respond: Arranging workplace adjustments, paid leave and flexible working

Arranging paid leave and temporary adjustments to working time/flexible working can make all the difference to enable a survivor of domestic violence to access relevant support services and to make adjustments in their own life and those of their children. This is relevant to all working situations, in the office, hybrid and remote working.

One of the impacts of domestic violence and abuse at work is that survivors can be preoccupied, face stress, anxiety and lose concentration at work, affecting their work performance and confidence. During a difficult time in dealing with domestic violence and abuse and/or when a survivor is in the process of leaving a violent and abusive partner, it may be necessary to put in place some temporary adjustments to the employee's work tasks.

Workplace supports

In some cases adjustments to working time can help a survivor deal with challenges at home, even though they may not be ready to leave an abusive relationship. Look at the provision of leave and flexible work within your policy. Examples of different reasons for granting leave include: attending court or appointments with solicitors; to move to new/safe housing; to settle children into a new home and school; to attend specialist counselling or domestic violence support services. In some instances, managers can use their discretion to extend paid leave in taking into account the needs of the survivor. Provision should be made for leave to be taken flexibly, for example, for a couple of hours or a day if needed.

Case study 4:

THE IMPORTANCE OF WORKPLACE SUPPORTS AND A SAFETY PLAN

Joel works as an office administrator in an office. Recently Joel's colleagues were getting concerned that Joel wasn't looking after herself. Her clothing was frequently dirty and she had developed a bad body odour. Her colleagues didn't know how to talk to Joel about it so they went to their manager, Karen. Karen had also been concerned and didn't really know how to approach the issue either, as it was embarrassing. She spoke to Joel and very kindly asked her if everything was ok and if there were any problems in her private life that she could help her to deal with. At that moment Joel broke down and said she had been experiencing a lot of controlling behaviour by her husband, including that he wouldn't allow her to take a shower or wear clean clothes. She believed he was doing this to stop her from going to work. Karen remembered the training she had done earlier in the year about domestic violence and realised this was an example of coercive control. She gave her support and helped Joel draw up a safety plan for when she was in work and she referred her to a domestic violence organisation for specialist help. Ten years later Joel said that the support from her colleagues and manager was crucial in helping her to build a new life for herself – she was still working for the company and was now in a senior position. Over the years she had given advice and helped and advised several women who had experienced domestic violence.



RESPOND

Hybrid and Remote Working: workplace supports

- Tailor responses and support to the different situations that people are in, taking account of the fact that their situation may change.
- If an employee is already being supported it may be necessary to adapt this support to hybrid or remote working.
- An employee disclosing for the first time who is currently living with the abusive person may need information about where to go for online help or to find a way to cope and stay safe during remote and hybrid working.
- Support employees by providing ongoing access to the office as a safe space to work.
- An employee who has separated from a partner and has a protection order that may have been breached may need to be supported in contacting the police or other services.
- Advice and action taken may also depend on whether the survivors and perpetrator are working in the same company.
- Support employees who have moved into emergency/safe accommodation. Remain in regular contact with them and provide the necessary resources so that they can continue working.



Case study 5:

HYBRID WORKING, GETTING INFORMATION AND SUPPORT IN THE OFFICE

During the lockdown, Gen a line manager, was responsible for ensuring the wellbeing of her team members when they worked from home. This continued following the introduction of hybrid working. During the lockdown she held regular online team meetings and also spoke to team members individually. Gen was aware of the Vodafone policy and also knew that domestic violence was increasing as a result of Covid-related lockdowns. She had made sure that all team members knew about the supports on physical and mental wellbeing when working from home, and she included information about supports that could be available if someone was concerned about domestic violence. She encouraged her team members to get support if they needed it, with information about the Bright Sky app and a WhatsApp group set up to give support.

During a one-to-one check in call, one of her team members disclosed her concerns about domestic abuse, which had become worse in recent months. But she had to end the call abruptly when she heard her abuser approach. She had told Gen that he regularly watched her when she was working, frequently interrupted her work and checked her emails. As Gen was concerned about this she called her team member into the office for a routine meeting, saying that it was a team meeting to plan for next month's rotas. This was an opportunity to enable her colleague to get some information and support. Gen put together some emergency support services that she could contact and during the day accompanied her to talk to a specialist lawyer on domestic abuse. She also gave her new login details for her emails. After that Vodafone provided specialist counselling on a monthly basis as she was in a distressed state. She was also given some paid time off work to attend legal appointments and to give her some space to find a new place to live.



RESPOND

Respond: assisting an employee where there has been financial abuse

Financial abuse is a common form of domestic abuse and is often one of the first signs of domestic violence and abuse. It involves control of a survivor's finances and may stop an individual from working. Put simply, if there is no bus fare for work or money to buy suitable clothing for work, the individual will be prevented from getting to the office and participating in work. Some cases of financial abuse result in a survivor not having access to their salary, for example, if their salary is paid into a joint bank account.

Some companies give financial help to employees who are survivors of financial abuse in providing support and advice.

Case study 6:

FINANCIAL SUPPORT WHERE THERE IS FINANCIAL ABUSE

Jan is married and put in place plans to leave her abusive partner, including opening a new bank account and finding a new place to live. She had opened up about the abuse to two trusted colleagues at work and they had been very supportive, and she had arranged with her manager to get some paid flexible leave, which is part of the company policy. Her ex-partner had agreed to transfer 50% of the joint account into her new account so she could pay the deposit for her new house. Just before she was due to move she discovered that all the money from the joint bank account had been taken by her ex-partner – what was worse she discovered a debt on the account. The next day she arrived in work in a distressed state and her colleagues advised her to talk to her manager about how the company might help her out temporarily. Taking this advice she spoke to her manager, who said she wasn't sure what to do, but that she would talk to Human Resources. Later that day Human Resources came back to her manager to say that they could arrange a one-month advance on her salary and also some additional financial support to pay for the rental deposit. Jan was able to keep the place she had planned to rent and moved the following week. Her manager also said she should go and talk to her bank about how to deal with the debt her ex-partner had run up.



RESPOND

What can co-workers/colleagues do?

Colleagues can also play an active role in providing support and information, and may be the first ones to suspect or hear about a colleague's experiences of domestic violence and abuse. In fact surveys show that survivors of domestic violence usually disclose to a trusted work colleague before they talk to a manager.

The following are some tips on how to encourage co-workers to safely take a role in preventing domestic violence and abuse as it impacts on the workplace. This applies to all working arrangements, office, hybrid and remote working:

- Circulate easy to understand information to all employees, making sure it reaches employees in all work situations, including this toolkit.
- Start conversations about the issue in the workplace – in team meetings, webinars, information sessions and training - and be sure your entire team is part of this conversation irrespective of whether they are onsite, remote or hybrid working.
- Ensure that all employees have access to relevant information – or know where to access information about support services, including support they can expect to get from Employee Assistance Programmes (EAP) or managers, and external support from domestic violence organisations.
- Provide up-to-date information on the company's intranet and/or in internal information bulletins circulated to staff. Nominate a member of the HR team to keep this information up-to-date.
- Provide clear and accessible information about the company's domestic violence and abuse policy and the ways that employees can be supported through paid leave, readjustment of work tasks, safety planning and other provisions in the policy, as well as relevant information about domestic violence and abuse laws.

- Encourage and raise awareness amongst all employees about they how to talk openly about domestic violence and abuse (refer to the tips above on communicating with a survivors of domestic violence and abuse).

Respond: Perpetrator accountability

Where perpetrators are employees, it is important that they are held accountable in a consistent way (using existing investigative and disciplinary procedures, for example, as set out in relevant policies on violence and harassment at work). In serious cases of violence and abuse in the workplace contact the police.

It is important that perpetrators of domestic violence and abuse are held to account for their actions and are given support in ending violent and abusive behaviour. Perpetrators of domestic violence and abuse can also be employees who may bring the problem of domestic violence and abuse into the workplace. The survivors and the perpetrator may also work in the same workplace.

If violence is persistent and serious, or if the perpetrator engages in violence, stalking or other criminal activity, there should be no hesitation in calling the police. There may need to be close monitoring of perpetrators by the police in order to ensure the safety of survivors in the workplace. As a result it is important that prevention measures in the workplace are part of coordinated responses to preventing domestic violence spilling-over to work.

Referral to specialist counselling and/or perpetrator programmes can play a role in changing attitudes and behaviours that lead to domestic violence and abuse, with the potential to reducing re-incidence. However, these programmes are more likely to be successful if they are part of wider inter-agency programmes at different levels: societal, institutional, community and individual.



RESPOND

It is wise to be cautious as perpetrator programmes - while showing success when there is a willingness to change behaviour - do not always prevent violent and abusive behaviour reoccurring.

Remember that even if an employee perpetuates domestic violence and abuse outside of the workplace or work hours, if they use workplace resources such as mobile phones or computers to stalk or harass a survivors, this should be viewed as misconduct at work and Vodafone will cover this by disciplinary procedures including dismissal. In cases where the perpetrator and survivors are both employees, if the violent and abusive conduct takes place outside of work and impacts on an employee's performance then this should be a concern for the employee's manager.

Tips in communicating with a perpetrator/alleged perpetrator

If there are concerns about an employee or if there have been reports of an employee's behaviour it is important to communicate effectively. Here are some tips on communicating with an employee who is suspected for, or is a perpetrator of, domestic violence and abuse in the workplace:

- Be clear that domestic violence is unacceptable and that domestic violence and abuse is part of a range of controlling behaviours and not just physical violence.
- Inform the person that violence and abuse taking place in the workplace – including the use of company resources inside and outside of work – will result in disciplinary action and dismissal.
- Let the person know that it may be necessary to speak to the police or other agencies, particularly in cases where a protection order has been breached.

- Be aware the perpetrator may be unhappy about their behaviour and may wish to change.
- Inform the perpetrator that domestic violence causes significant harm for survivors, and that children are always negatively affected whether or not they witness it directly.

If the perpetrator and the survivors work in the same workplace it may be necessary to implement some additional measures. Efforts should be made in consultation with the survivor to ensure that both employees work in different work locations, sites or schedules.

It is important to continue to hold perpetrators accountable including applying disciplinary procedures and encouraging perpetrators to change their behaviour, for example, through perpetrator treatment and counselling programmes.



REFER

One of the most important things that a manager can do is to signpost where an employee can receive confidential and specialist services. This applies to all working arrangements, office, hybrid or remote.

- Ensure you have up to date information to signpost and refer an employee for help, guidance, support, counselling or legal advice – be aware that services may have changed. During COVID-19 lockdowns, and since the lockdowns ended, many essential services were provided online or by phone, rather than in person. Downloading Bright Sky will help you keep up to date on information and resources.
- If someone is working in hybrid or remote working, a useful tactic to keep connected is to ask them to come into the office for a regular meeting with their manager. During this time information can be given, referrals can be made to specialist services and time can be given to attend specialist support services as a pretext for office-based work.
- Where possible, find ways to provide resources for domestic violence organisations, particularly in countries where resources and supports are sparse (and as the Vodafone policy suggests, it is very useful to partner with domestic violence organisations for this purpose).

Internally, managers should also be aware of who might be available to speak confidentially:

- A named person in Human Resources
- The company's Employee Assistance Programme
- Domestic violence and abuse service providers
- Survivors support service(s)
- Counselling services
- Police, including dedicated domestic violence services if they exist
- Legal advice, legal aid and assistance services
- In countries where it is available, refer people to the 'Bright Sky' app

Case study 7:

REFERRAL FOR LEGAL ADVICE

Saleen experienced years of physical and emotional abuse by her husband. She had recently separated from her husband and left the family home, temporarily staying with friends while she sorted out her living arrangements. However, the abuse has continued and her husband kept following her, turning up at her temporary home and when she was at work. Keeping her job was the most important thing for her because she has friends and support at work – and importantly - an income. She spoke to her manager about whether she could have some time off work to get legal advice and a protection order, which could mean attending court. She also shared with her manager how the abuse had worn her down and that she was getting panic attacks and flash-backs about the abuse she had suffered from her husband, which affected her work. Saleen's manager wasn't sure how best to respond and spoke to Human Resources and then to a specialist domestic violence organisation. This enabled her manager to give advice about who to contact to get a protection order that covered the workplace, and the option to take paid leave to attend solicitors' and court appointments. Human Resources arranged counselling for Saleen with a specialist survivor support organisation, which Saleen said really helped her to build her confidence and to reduce the panic attacks.



LOOKING AHEAD: EVERYONE PLAY A ROLE IN PREVENTING DOMESTIC VIOLENCE AND ABUSE

Experience has shown that the Vodafone policy is an important tool in prevention. As Vodafone's 2021 survey shows having a workplace policy and supports can help with early intervention to stop domestic violence.

But what else can we all do to prevent domestic violence and abuse?

- Become familiar with the policy and the support that can be provided to a colleague.
- Participate in training and learn more about the issue.
- Know how to spot the signs and communicate with a survivor of domestic abuse in remote, hybrid and office working. Understand what support colleagues, friends and family can be referred to.
- Become an advocate and volunteer in the community. Find out about training for volunteers in the community and ways to volunteer from domestic violence organisations in your country.
- Be prepared to stand up to the myths of domestic violence.
- Encourage men and boys to take active roles as allies and champions in ending domestic abuse.
- Encourage and support young people you know to engage in healthy and respectful relationships, including in social media.
- Above all, open up spaces where it is possible to discuss domestic abuse and break the silence and victim blaming that surrounds it. Do this at work, with your family and friends and through organisations, sports clubs and the wider networks you participate in in the community.



FURTHER INFORMATION AND RESOURCES

Business Fights Poverty, Gender-Based Violence and Covid19:

<https://businessfightspovetry.org/articles/covid-19-response-centre/>

Business in the Community Domestic Abuse Toolkit. (2018): <https://wellbeing.bitc.org.uk/all-resources/toolkits/domestic-abuse-toolkit>

Centre for Research and Education on Violence Against Women & Children. Make it our Business: resources for companies, Western University, Ontario, Canada. <http://makeitourbusiness.ca>

CIPD. Managing and supporting employees experiencing domestic abuse. Guidance for employers, produced with the Equality and Human Rights Commission (EHRC) (2020)

DV@Work COVID-19 Briefings. Available at: <http://dvatworknet.org/content/dvwork-covid-19-briefings>

Employers' Initiative on Domestic Abuse. Coronavirus (COVID-19): help for employees when home is not a safe place <https://www.eida.org.uk/our-covid-19-response>

Employers' Initiative on Domestic Abuse. Domestic Abuse: A Toolkit for Employers (2017). <https://www.eida.org.uk/toolkit-for-employers>

ILO & UN Women / ILO Handbook to address violence and harassment against women in the world of work (2019) (in English and Turkish) https://www.ilo.org/ankara/publications/WCMS_731370/lang--en/index.htm

ILO. Domestic violence and its impact in the world of work (2020). Brief no. 3.

https://www.ilo.org/global/topics/violence-harassment/resources/WCMS_738117/lang--en/index.htm

Refuge & Respect (UK) Domestic violence resource manual for employers', 2nd edition. http://www.safeineastsussex.org.uk/content/files/file/Respect_Refuge_DV_Manual_A4_76pp.pdf

UN Women. The COVID-19 shadow pandemic: Domestic violence in the world of work: A call to action for the private sector (2020). <https://www.unwomen.org/en/digital-library/publications/2020/06/brief-domestic-violence-in-the-world-of-work>

UN Women. The Shadow Pandemic: Violence against women during COVID-19. <https://www.unwomen.org/en/news/in-focus/in-focus-gender-equality-in-covid-19-response/violence-against-women-during-covid-19>

UNISON (UK) Domestic violence and abuse: A trade union issue. A UNISON guide (2015). <https://www.unison.org.uk/content/uploads/2017/02/24192.pdf>

Workplaces Respond to Domestic and Sexual Violence, National Resource Centre (US): Model Workplace Policy on Domestic Violence, Sexual Violence and Stalking. <https://www.workplacesrespond.org/resource-library/modelpolicy/>



END NOTES

¹ TecSOS (UK, Spain, Portugal, Italy and Germany); Bright Sky (UK, Ireland, Czech Republic, Romania, Italy, Portugal and South Africa); Easy Rescue (Tukey); Nokaneng (Lesotho); Meddig Meht (Hungary); Por Mi (Spain); 3060 Text Helpline (Portugal), Gender Based Violence Command Centre (a gender-based violence hotline and support centre in South Africa), MyAmbar (India). As of November 2020, a total of 1,911,999 people have been reached through these services. For further information see:

<https://www.vodafone.com/about/vodafone-foundation/focus-areas/apps-against-abuse>

² The Toolkit and in the Vodafone policy refer to 'domestic violence and abuse' to take account of the varying legal definitions used in different countries. We use the definitions of domestic violence and domestic abuse interchangeably in the Toolkit.

³ Evan Stark (1979) first coined the term coercive control, defining it as '...a pattern of behaviour which seeks to take away the survivor's liberty or freedom, to strip away their sense of self.' Today, the laws in the UK and Ireland recognise coercive control as a form of domestic abuse.

⁴ WHO Key Facts, Violence Against Women, 9 March 2021: <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

⁵ European Union Agency for Fundamental Rights (2014) Violence against women: an EU-wide survey. p. 104.

⁶ UN Women. The COVID-19 shadow pandemic: Domestic violence in the world of work: A call to action for the private sector (2020). <https://www.unwomen.org/en/digital-library/publications/2020/06/brief-domestic-violence-in-the-world-of-work>

⁷ World Bank Group (2018). Women, Business and the Law 2018, database. See report of database : Iqbal, S. (2018) Women, Business, and the Law 2018. Washington, D.C, World Bank Group.

<http://documents.worldbank.org/curated/en/926401524803880673/Women-Business-and-the-Law-2018> Of the 36 economies with no domestic violence laws or aggravated penalties for violence at home, 19 are in Sub-Saharan Africa and 10 are in the Middle East and North Africa.

⁸ For a brief overview of international norms and relevant regional instruments see:

<https://www.unwomen.org/en/what-we-do/ending-violence-against-women/global-norms-and-standards>

⁹ For further information see: ILO Domestic violence and its impact on the world of work:

https://www.ilo.org/wcmsp5/groups/public/---dqreports/---gender/documents/briefingnote/wcms_738117.pdf

¹⁰ The New Zealand Domestic Violence Victims' Protection Act 2018 provides for 10 days domestic violence leave; the Spanish Organic Law 1/2004 of 28 December 2004 on protection against domestic violence provides for domestic violence leave and other work-related support; and the Italian Jobs Act 2016 provides for paid domestic violence leave. For further information and summary of laws see ILO & UN Women (2019) Handbook Addressing Violence and Harassment Against Women in the World of Work. <https://www.unwomen.org/en/digital-library/publications/2019/03/handbook-addressing-violence-and-harassment-against-women-in-the-world-of-work>



END NOTES

¹¹ UN Women Global database on violence against women contains information of measures introduced by governments to address violence against women, in the areas of laws and policies, prevention, services and statistical data: <https://evaw-global-database.unwomen.org/en>

¹² UN Women (2018) Turning promises into action: Gender equality in the 2030 agenda for sustainable development. P. 193.

¹³ Cited by Arat, M. et al. (2014) Domestic violence against white-collar working women in Turkey : A call for business action. Sabanci University. http://research.sabanciuniv.edu/25972/1/BADV_Report.pdf

¹⁴ The workplace impacts of domestic violence, KPMG report for Vodafone: https://www.vodafone.com/content/dam/vodcom/images/homepage/kpmg_report_workplace_impacts_of_domestic_violence_and_abuse.pdf

¹⁵ Domestic Violence and Abuse: Working together to transform responses in the workplace': <https://duracuk-lb01-production.terminalfour.net/media/durham-university/research-/research-centres/research-into-violence-and-abuse-centre-for/pdf-files/WestmarlandVodafoneDomesticViolenceWorkplaceReport.pdf>

¹⁶ ILO (2018) Ending violence and harassment in the world of work. Report V (2). Geneva, ILO. p.5

¹⁷ Anne O'Leary CEO of Vodafone Ireland and Margaret Martin, the then Executive Director of Women's Aid, speak about the importance of addressing the workplace effects and why other companies need to do the same. <https://www.youtube.com/watch?v=n2ye6vkZTtE>

¹⁸ A template for an individualised safety plan can be downloaded from 'Make it our Business', Western University, Ontario, Canada: <http://makeitourbusiness.ca/content/individualized-safety-plan-template>





Together we can