

IMPLEMENTATION GUIDE

For Workplace Action on Domestic
and Family Violence





Challenge DV (formerly Australia's CEO Challenge) has been partnering with workplaces to facilitate domestic and family violence prevention training since 2001. Challenge DV also creates change with a unique partnerships program that match businesses or government departments with front-line services, and hosting events designed to unite a community no longer able to accept domestic and family violence.



No to Violence (NTV) is the largest peak body in Australia representing organisations and individuals working with men to end family violence and operator of Men's Referral Service, which provides telephone counselling, information and referrals for men who use violence to help change their behaviour.



Our Watch is a national leader in the primary prevention of violence against women and their children in Australia.



The Full Stop Foundation supports the work of **Rape & Domestic Violence Services Australia**, delivering: 24/7 trauma specialist counselling to people impacted by sexual, domestic and family violence; training and professional services to businesses, governments and community organisations to better prevent and respond to violence; and public advocacy for change.



The **UNSW Gendered Violence Research Network (GVRN)** offers a knowledge exchange stream (Gendered Violence & Organisations) which has successfully partnered with over 50 organisations including a range of private sector employers to design response strategies, advise on policy and deliver expert training in gendered violence prevention and response.



WESNET is the national peak body for specialist women's domestic and family violence services across Australia and the leading sector expert on the intersection of technology and violence against women. WESNET provides training and advice to frontline workers, governments, technology and other businesses to ensure women can access technology safely.



The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

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Introduction

Domestic and family violence is endemic in our community. Its prevalence and consequences are well-documented. Domestic and family violence harms individuals, families and our social fabric. Domestic and family violence impacts our employees and our workplaces.

IMPLEMENTATION GUIDE: For Workplace Action on Domestic and Family Violence presents a comprehensive guide to taking workplace action on domestic and family violence across four key domains in which workplaces can have an impact: prevention, support, response and extending this work through clients, suppliers and communities. It includes practical examples from member organisations to illustrate 'the how'.

This resource is an extract from *PLAYING OUR PART: A framework for workplace action on domestic and family violence*.

We encourage all organisations within and beyond our Coalition to use *PLAYING OUR PART: A framework for workplace action on domestic and family violence* and contribute to eliminating domestic and family violence from our community.

Domestic and family violence is everybody's business. We must play our part.



Playing our part

Members of the Champions of Change Coalition are taking action in four ways



Support employees experiencing domestic and family violence

Workplaces can be places of safety and support for employees experiencing domestic and family violence and to employees supporting family/friends who are experiencing domestic and family violence.

Workplaces can provide tools and training to staff and managers to help them recognise the signs, respond appropriately and refer employees to relevant supports, which can help employees experiencing domestic and family violence to remain employed and leave violent situations if they decide to do so immediately or in the future.



Respond to employees who are or may be using domestic and family violence

For every person experiencing domestic and family violence, there is a person who is using it. Many workforces will contain employees who use violence.

A workplace response needs to balance accountability and assistance for employees who use domestic and family violence – while ensuring that the safety of the person experiencing domestic and family violence is always paramount. This may include requiring employees who use domestic and family violence to seek professional assistance to change their behaviour, along with ensuring there are appropriate consequences for their violent and abusive behaviour in the workplace.



Contribute to the prevention of domestic and family violence by progressing gender and other forms of equality

This involves ongoing, demonstrated leader commitment to promoting gender and other forms of equality, ensuring systems and structures support equality, eliminating sexist or discriminatory cultures and practices, and providing education on the gendered drivers of domestic and family violence.




Extend our responses to reach clients, customers and communities within which we operate

Workplaces can amplify organisational impact by supporting, collaborating and investing in the domestic and family violence sector, extending support to clients, customers, suppliers and communities within which they operate, and investing more widely in the reduction of gender-based violence. Workplaces can also take steps to mitigate against their products and services being used to perpetrate domestic and family violence.

Spotlight on prevention

The Champions of Change Coalition aims to achieve gender equality, advance more and diverse women in leadership, and build respectful and inclusive workplaces. We work to address the underlying cause of domestic and family violence - gender inequality. Tools and resources to support workplaces to progress this vital work are accessible at championsofchangecoalition.org.

Our Watch's **Workplace Equality and Respect Standards** outline what all workplaces can do to promote gender equality and respect and contribute to the prevention of all forms of violence against women.



This important framework supports workplaces with responding to family and domestic violence directly, but also to advance gender equality which is necessary to prevent men's violence from happening in the first place.



Patty Kinnersly, CEO, Our Watch

Implementing a workplace response to domestic and family violence


The **Playing Our Part** model describes actions that organisations can take to reduce the prevalence and harms associated with domestic and family violence.

The model enables all organisations to take steps to align their workplace response with leading practice. While presented as 'levels' to help guide organisations to address domestic and family violence, they are not linear, and organisations are encouraged to adopt elements across all levels.

As part of the planning and ongoing implementation of a workplace response it is important to collaborate with experts, local leaders and those impacted by domestic and family violence, and stay open to learning and improving your response along the way.

	Level One Making a start	Level Two Effective response and prevention	Level Three Amplifying Impact
 <p>The level our organisation is at...</p>	We put the basics in place and start to understand how we can make a difference.	We ensure our organisation and culture supports those impacted and responds to those who use violence and abuse and prevents violence and abuse in the workplace.	We deepen our impact in our own organisation, and extend our influence by working with our employees, clients, customers, suppliers and the communities within which we work.
 <p>...is influenced by our leadership mindset...</p>	<i>I know domestic and family violence is a significant issue in our community and I'd like to do more, starting with making sure people who work in my organisation are safe and can get the support they need.</i>	<i>I feel confident about how our organisation can most effectively play our part in preventing and responding to domestic and family violence as a workplace issue.</i>	<i>I expect my organisation to take an active role to prevent and respond to domestic and family violence both within and beyond our workplace.</i>



	Level One	Level Two	Level Three
	Making a start	Effective response and prevention	Amplifying Impact
 <p>...and drives the actions we take.</p>	<ul style="list-style-type: none"> • Demonstrate leadership commitment to gender equality and a respectful workplace as a priority • Deepen understanding on the issue and workplace responses through engagement with the domestic and family violence sector and employees with lived experience • Demonstrate domestic and family violence is a workplace issue and ensure that prevention and response are aligned with organisational values • Recognise domestic and family violence as a work, health and safety issue • Implement a leading domestic and family violence policy • Train key internal contacts to support employees impacted by domestic and family violence • Communicate support available both to employees impacted by, and employees using, domestic and family violence 	<ul style="list-style-type: none"> • Elevate the prevention of all forms of disrespect and discrimination as a leadership priority and ensure gender stereotypes, roles and norms are actively challenged in the workplace • Partner with expert organisations to enhance your efforts • Provide flexible and expansive wrap-around support for employees experiencing domestic and family violence, or those supporting family/friends experiencing domestic and family violence • Invest in processes and approaches for effectively responding to employees who use domestic and family violence • Train and equip all people managers to be effective 'first-responders' applying a human-centred approach • Share training and awareness-raising efforts with all staff to support them to be effective first-responders • Refine communication efforts to ensure support is widely accessible 	<ul style="list-style-type: none"> • Foster an inclusive and safe workplace culture where all employees feel safe to raise concerns about sexism, sexual harassment, disrespect or discrimination • Ensure all people processes apply a human-centred approach based on empathy, compassion and non-judgement • Communicate messaging on respectful relationships and encourage employees concerned about their relationships to seek support and referrals • Consider how products and services might be used to perpetrate abuse and take steps to address this • Support prevention and response to domestic and family violence in the communities in which we work and with our clients, customers, and suppliers • Become open source by sharing your work on the issue and encouraging others to take action • Invest in the reduction of domestic and family violence • Regularly evaluate domestic and family violence policy application, experience and effectiveness

3.1 Level 1 – Making a start

Put the basics in place and start to understand how we can make a difference.

Taking steps on domestic and family violence begins with us becoming aware of the issue. We may possess personal knowledge of domestic and family violence or be aware of employees who have been impacted. We may also learn from experts, including survivor-advocates, who help us understand the role we can play.

We are supported by the many organisations that are already addressing domestic and family violence as a workplace issue and we can draw on their experience.

3.1.1 Demonstrate leadership commitment to gender equality and a respectful workplace as a priority

- Leaders personally role model respectful and gender equal relationships at work and at home and regularly and actively seek feedback on their 'leadership shadow' from a diverse range of people.
- Diversity and inclusion strategy is in place that acknowledges the diverse identities of all employees.
- Robust gender representation data is regularly reviewed and used to inform action.
- Gender-balance across levels and areas of the organisation is a known business imperative and is underpinned by accountability mechanisms and transparency.

Practical example:

Reflection and feedback on our personal leadership on gender equality

Cummins is engaging 135 leaders across Australia, New Zealand, PNG, Singapore, Malaysia, Korea, Philippines and Japan to:

- Reflect on their personal leadership on gender equality as well as the gender make-up of the individuals and networks with whom they engage.
- Invite feedback from colleagues on their personal leadership (including 'what they say', 'how they act', 'what they prioritise', 'what they measure').
- Develop a personal leadership action plan on gender equality to drive improved leadership on gender equality and identify any additional support required as a leader to successfully create a diverse and inclusive work environment for women.

Progress is tracked through KPIs using the Cummins Talent Management System to track completion and quality.



Practical example:

Measurement and public reporting on gender equality

The **Champions of Change Coalition** Impact Framework uses a range of metrics to assess and report on the effectiveness of the work of its 220+ member organisations by tracking against measurable objectives and targeted outcomes.

Impact is measured by annual progress towards:

1. Balance (40/40/20) in female representation in the WGEA leadership categories or equivalent.
2. Balance (40/40/20) in female representation overall.
3. Gender balance in graduate intakes (50/50).
4. Gender balance in recruitment (40/40/20).
5. Promotions at least equivalent to female representation.
6. Reduction of the gender pay gap in like-for-like roles.
7. Increase in reported levels of employee access to the flexibility they need.
8. Reduction in numbers of men and women leaving employment during or at the end of parental leave.
9. Employee engagement measures for women and men reflect an inclusive employment experience.
10. Defined impact (by initiative) on gender equality social issues.
11. Growing impact of visible leadership by Champions (via speaking and communications metrics).



Practical example:

Gender Equality Pledge

Hollard's Gender Equality Pledge, initiated by an email from the CEO to all senior leaders, asked all senior leaders to pledge to:

1. Step up as an inclusive leader – including demonstrating inclusive behaviours and actions and embedding inclusive policies and procedures such as Hollard's Gender Balance in Leadership by 2023.
2. Take the Panel Pledge – not participating in forums or panels that do not embrace gender diversity.
3. Promote the achievements of women – as a change initiative and way to influence others to embrace the proven value and importance of gender diversity.

3.1.2 Deepen understanding on the issue and workplace responses through engagement with the domestic and family violence sector and employees with lived experience

- Engage the domestic and family violence sector to learn more about the issue and build effective workplace responses.
- Invite employees with lived experience to contribute to the development of the workplace response, including through anonymous contributions. Ensure appropriate support and referrals are available and their confidentiality is assured.
- Connect with local domestic and family violence services and invite them to be speakers at your organisation and to provide advice.
- Build awareness among all employees of the issue and the role of the workplace.



Tip:

Engaging 'experts by experience' to build workplace response

Responses to domestic and family violence will be most effective and safe if they are informed and developed in partnership with people with lived experience of violence and abuse.

- Create opportunities for employees with lived experience of domestic and family violence to contribute, including anonymously – people may not feel safe to identify themselves as having experienced domestic and family violence due to uncertainty around whether they will be stigmatised and face consequences for their employment and career progression. Consulting with the people with lived experience around their preferences in this regard is vital.
- Ensure the workplace is prepared with referrals and access to debriefing opportunities for those who do contribute in this way and for first responders in the workplace.
- Consider paying an 'expert with experience' to provide advice and guidance (acknowledging the value of this expertise with financial remuneration). You can recruit a lived experience consultant through many specialist domestic and family violence organisations and survivor-advocate networks, including those featured in the section on Organisations that can provide further support at section 7.

For a detailed guide, please see [The Family Violence Experts by Experience Framework](#) developed by Domestic Violence Victoria and The University of Melbourne (2020).

 **Practical example:****Engaging employees with lived experience of domestic and family violence**

The **Victorian Department of Environment, Land, Water and Planning (DELWP)** have drawn on the expertise and experience of employees who are survivors of domestic and family violence, who have wanted to support the efforts of the organisation. Their willingness to share their story as part of all-staff communication has helped deepen all employees' understanding of the issues. They have helped DELWP build a strong peer support network by acting as a first point of contact themselves and helping build the skills and knowledge of the department's Family Violence Contact Officers. Their insights have also helped shape DELWP's practical response through input on policy development, safety planning and establishment of a referral network.

 **Practical example:****Applying an intersectional approach**

CommBank takes an intersectional approach to addressing domestic and family violence and financial abuse. Internally, the Bank has delivered education using case studies that include diverse relationships such as same-sex and kinship. The Bank has supported its diversity employee-led resource groups to facilitate education events about how domestic and family violence and financial abuse can manifest in different communities.

As part of CommBank Next Chapter, the Bank has partnered with the **Gendered Violence Research Network, UNSW Sydney**, to produce a research series exploring current knowledge of financial abuse in Australia. Each report in the series considers the impact of financial abuse on a specific community including First Nations communities, across different cultural contexts, and for people with a disability.

These reports are available online on the CommBank Financial Abuse Resource Centre:

<https://www.commbank.com.au/support/financial-abuse.html>.

3.1.3 Demonstrate domestic and family violence is a workplace issue and ensure that prevention and response are aligned with organisational values

- Leaders demonstrate an understanding of domestic and family violence – including the drivers, the prevalence, the different forms it can take, and the impact on individuals, families and communities, including the workplace.
- Leaders communicate the link between addressing domestic and family violence as a workplace issue and the organisation's commitment to gender equality and respect at work.
- Use storytelling in a safe and supported process, to build understanding of domestic and family violence.
- Partner with experts in the domestic and family violence sector to build awareness.
- Consider your unique staffing profile and geographic footprint to ensure your approach is tailored to your workforce.
- Ensure your response is informed by engagement with: lived experience; the specialist sector; leading practice organisations; and by your own experiences.



Practical example:

Aligning approach with organisational values

Rio Tinto has aligned their approach to domestic and family violence with their focus on safety emphasising that respectful behaviours extend to the home – 'safe at work, safe at home'. Domestic and family violence is regularly a featured topic of Safety Shares and Health Shares – a business-wide practice whereby employees are engaged in a brief safety talk about a specific subject at the beginning of a meeting or shift. By aligning with Rio Tinto's core organisational value of safety and embedding it within the existing system of safety shares, Rio Tinto has had significant impact in raising awareness and helping to embed cultural change.

➡ Practical example:

Communicating on domestic and family violence as a workplace and gender equality priority

Example Email: Internal communication from Champion of Change to all-staff

Subject: 16 Days of Activism – a global campaign to end violence against women

Today marks the start of the 16 Days of Activism – a global campaign to end violence against women. I am proud to support this campaign which runs from 25th November (International Day for the Elimination of Violence against Women) to 10th December (International Human Rights Day).

Domestic and family violence is one of the most prevalent human rights abuses in our region. One in three women globally will experience physical or sexual violence in their lifetime. Most of the women who suffer this violence are in paid employment. This impacts our communities, individuals and the workplace.

I am still early in my own journey of learning about domestic and family violence. However, one thing I know is that it will take every single one of us to create a more equal world that is free from such violence. Over the next few weeks you may notice that I will be sharing information in meetings about what I am learning about domestic and family violence. I hope you might take the opportunity to do the same.

I have a few recent learnings that I would like to share with you:

- Economic factors are one of the most significant predictors of whether a person experiencing domestic violence remains, escapes, or returns to an abusive relationship. Being in paid employment is critical to escaping the cycle of violence.
- When speaking with a survivor of intimate partner violence recently, I asked her what business leaders could do. Her answer was to encourage conversations in the workplace to create awareness and an environment where employees feel safe to share their experiences. Nearly half of all people who have experienced violence and abuse will share their story with someone at work and the workplace may be the only place they feel safe.

We all have a role to play in challenging gender stereotypes and championing gender equality. Some practical everyday actions can include:

- Speaking out if you hear any behaviour that is disrespectful to women.
- Never let anyone blame the victim.
- Never let anyone make excuses for a perpetrator.
- Check in with the colleague and ask if they are okay if you suspect they are experiencing violence or abuse.
- Consider your own attitudes and whether you might be unintentionally reinforcing gender stereotypes and disrespectful attitudes towards women.

Domestic, family and intimate partner violence is a workplace issue. This can be physical injury, or continuation of the harassment at work through phone calls and emails and increased absences from work. It may surprise you, but we have had situations in our region this year where [organisation] has supported a number of our employees who were the victims of domestic and family violence. We want [organisation] to be a workplace where all our employees feel safe, supported and able to bring their whole selves to work. We are committed to supporting employees impacted by domestic and family violence and preventing the workplace being utilised by people using violence and abuse in their relationships to perpetuate that abuse.

Example Email Continued: Internal communication from Champion of Change to all-staff

Subject: 16 Days of Activism – a global campaign to end violence against women

[Organisation] has a range of policies and actions that support employees:

- Confidential disclosure via our HR personnel where individual workplace responses and support can be formulated; including consideration of flexible work hours, increased workplace security, change of workplace location, and additional leave options.
- Our Employee Assistance Program (EAP) is available to help employees and their immediate family and is strictly private and confidential and specialist domestic and family violence services are available to support people experiencing violence in their safety and wellbeing and assist people using violence and abuse to change their behaviour.

The progress we have made in creating a more diverse and inclusive workplace is a great start; however, we don't want to stop there. Together we can make a real difference in our communities. Thank you for all that you do to ensure that [organisation] is a great place to work where every employee can feel safe and supported.

As always, I welcome your thoughts and feedback.

Practical example:

The power of storytelling to build understanding

Sharing the lived experience of domestic and family violence can have a profound impact on people's understanding of the issue and their commitment to playing their part to prevent and respond to domestic and family violence. This needs to be done in a safe and supported way for the person sharing their experience, and for employees listening to the accounts. Some examples of how Champions of Change organisations have done this include:

1. Many Champions of Change organisations have invited 'experts with experience' to share their story with employees to build understanding. For many organisations it is this action that had the most profound impact. This can also be in the form of a video presentation.
2. Champions of Change, and other leaders and employees in our organisations, have shared their personal experience of domestic and family violence to build awareness and start normalising a conversation on the issue.
3. In a safe and supported process with an expert organisation, CSIRO shared the de-identified stories of employees with lived experience with 80 senior leaders to raise awareness of domestic and family violence as a workplace issue.

3.1.4 Recognise domestic and family violence as a work, health and safety issue

- Understand your obligations to provide a safe and respectful working environment, including when an employee is working from home.
- Recognise that employees experiencing domestic and family violence are managing their safety every day and are generally the best experts on their own safety.
- Work with the employee experiencing domestic and family violence to develop a 'workplace safety plan' and be clear that this is intended to complement, not replace, a holistic safety plan the employee experiencing domestic and family violence may develop with their domestic and family violence counsellor/specialist support service worker (see section 6 below).
- Ensure awareness of programs for people using violence is embedded in organisational policies.
- Recognise that employees that have experienced domestic and family violence often face complex and long-term trauma and recovery takes time.
- Ensure steps are in place to partner effectively with multiple stakeholders across the workplace to activate a workplace safety plan (HR, security, building management etc).
- Maintain employees' confidentiality.
- See Practical resources in section 6 pg 74:
 - Developing a Safety Plan.
 - Work From Home: employees who use domestic and family violence.

There is now widespread recognition that we all have a role to play in putting a full stop to sexual, domestic and family violence. Leaders from business, government, community, academia and the not-for-profit sector aren't shying away from the work that needs to be done to end violence. Safe and supportive workplaces are productive workplaces.

Hayley Foster, Chief Executive Officer
Rape and Domestic Violence Services Australia
and The Full Stop Foundation

3.1.5 Implement a leading domestic and family violence policy

- Frame your policy in support of your organisation's values and in service of your organisation's mission and strategy.
- Ensure your policy has clear definitions of 'domestic violence' and 'family violence' and the various forms this can take.
- Recognise the different experiences of domestic and family violence for diverse groups in your organisation.
- Provide expansive support for all employees experiencing domestic and family violence and employees supporting family/friends experiencing domestic and family violence including:
 - Additional paid leave.
 - Flexible work and/or relocation.
 - Additional support such as financial assistance, temporary accommodation.
 - Workplace Safety Planning that is centred around and informed by the needs of the person experiencing violence (See Practical resources section 6).
- Minimise requirements for evidence to access support given this may pose an unnecessary barrier to employees accessing support (Note: it is incredibly rare that false statements are made; rather, domestic and family violence is substantially underreported.)
- Determine your organisation's approach to employees who use domestic and family violence and embed this in your policy, ensuring the approach couples accountability for behaviour with assistance to stop using violence and abuse, ensuring the safety and confidentiality of the person experiencing violence is paramount.
- Ensure privacy and confidentiality of employees who disclose they are impacted by domestic and family violence.
- Include referral pathways including reminder to call emergency services if at risk of immediate harm, and referrals to external domestic and family violence specialist counselling and support services, including specialist services for people from diverse backgrounds (see section 7).
- Ensure EAP providers can and will effectively triage employees impacted by domestic and family violence to specialist domestic and family violence counselling and support services.
- Ensure employee support mechanisms are in place and first responder training has been completed before communicating about the policy/strategy.
- Ensure consistency in your organisation's response including by integrating domestic and family violence policy provisions into other relevant organisational policies and training.



Resource:

Sample domestic and family violence policy

Refer to **section 5** for a sample domestic and family violence policy

**Tip:****Paid domestic and family violence leave****1. For employees experiencing domestic and family violence****Number of days of paid domestic and family violence leave**

Paid domestic and family violence leave is critical to enable employees experiencing domestic and family violence to address the impacts of domestic and family violence, and access support to leave and/or manage the situation. This may include leave to attend police or courts, attend health appointments including counselling, move home, settle children into a new school etc. This is also important for employees who are supporting a family/friend who is experiencing domestic and family violence.

Many organisations offer 10 days paid leave per year, with further discretionary paid leave available on request. Other organisations do not cap the number of days available.

Recording leave on the HR system

Additional paid leave for domestic and family violence may be identified on payroll systems as 'special leave' rather than domestic and family violence leave to protect the employee's privacy and increase confidence that their privacy will be respected. While this limits the ability of a workplace to track take-up, it removes a potential barrier to employees accessing support. Where leave is not identified on the HR system as 'domestic and family violence' leave, ensure processes are in place to offer support to employees who access domestic and family violence leave.

Supporting documents

Minimising supporting documents required to access support can also remove a potential barrier to employees seeking support.

2. For employees supporting family or friends experiencing domestic and family violence

Paid domestic and family violence leave can be offered to employees who are supporting a friend or family member that is experiencing domestic and family violence. Friends and family often play a critical role in supporting an individual experiencing domestic and family violence to manage the impacts of the violence and abuse including accompanying the person to court or assisting them to relocate.

3. For employees who are or may be using domestic and family violence

Paid domestic and family violence leave can also be offered to employees who use domestic and family violence for purposes aimed at helping them to seek assistance to stop using violence and abuse (e.g. accredited behaviour change programs or counselling). For other purposes, an employee can access their other paid and unpaid leave entitlements (e.g. annual leave to attend court).

**Tip:**

Consistency in your organisational response to domestic and family violence will help create a safe environment for employees to seek support. Ensure domestic and family violence provisions are integrated into the following policies: security, IT, bullying, sexual harassment, work health and safety policy, flexible work, mental health and wellbeing.

Ensure also there is consistency in your organisational approach and policy to employees who use domestic and family violence including the code of conduct, and where relevant, employment contracts.

3.1.6 Train key internal contacts to support employees impacted by domestic and family violence

- Provide training for key staff such as HR Managers/ 'Welfare Officers', 'Domestic Violence Contact Officers/Case Managers', and all staff in supervisory and managerial roles in how to 'recognise, respond and refer'.
- Build understanding of the ways in which people with diverse backgrounds and identities may have different experiences of domestic and family violence, and tailor responses to address the unique barriers individuals may face in accessing support in partnership with them.
- Ensure staff understand both the responsibilities as well as the limits of an appropriate workplace response and they do not need to be an expert but must be aware of, and provide access to expert services.
- Recognise some first responders may have their own personal experience of violence and abuse - ensure training is trauma-informed, not mandated and that specialist support is offered to assist with managing direct and vicarious trauma, wellbeing and self-care.

In Australia 62% of women who have experienced or are currently experiencing family and domestic violence are in the paid workforce, and it is therefore highly likely that there are members of our team (both men and women) who are silently living with this activity taking place in their family home. Our workplace may well be the safest place they have, and in that context we can all play an important role in providing support and getting the help they need to address this violence and recover their family's safety.

Scott Wyatt, CEO, Viva Energy

Practical example:

Training People and Culture and Case Managers

Viva Energy partnered with **Challenge DV** to train People and Culture representatives, members of the Health team and Contact Officers to be able to respond to employees experiencing domestic and family violence. Viva Energy also created a toolkit outlining all of the steps involved in responding to an employee experiencing domestic and family violence, including a guide for the initial meeting:

- Confirm confidentiality. Explain who may be involved in providing domestic and family violence support.
- If the Team Member's Line Manager is not present, ask the Team Member what role they want their Line Manager to play. An option is for the Case Manager to update the Line Manager on the Team Member's behalf.
- Make it clear that you will respect the Team Member's decisions about their situation. Explain that your role is not to make decisions on the Team Member's behalf.
- Explain that you will provide the Team Member with all of the support options on offer by Viva Energy in this meeting.
- Explain that some options (i.e. leave dates, changes to work days/hours/location) will need to be approved by the Line Manager and this can be facilitated via the Case Manager (you) if applicable.

➡ Practical example: First responder training

The **QBE** Family Domestic Violence First Responders Network was launched to coincide with November 25th, 2019, International Day for the Elimination of Violence Against Women. The network was viewed as foundational to QBE's workplace response across Australia and New Zealand, recognising a policy in isolation would have limited impact, and credibility relied on demonstrating the organisation understood the complexity of what domestic and family violence is and how it is experienced by the diversity of our community.

QBE partnered with the **UNSW Gendered Violence Research Network** to deliver a two-day training program, which commenced with a keynote from Kristy McKellar OAM, Family Domestic Violence Advocate, with UNSW leading the remainder of the day focussing on the foundations of what is domestic and family violence, why it is a workplace issue and workplace response. Day Two saw 'No to Violence' sharing insights on employees who use violence and abuse and the positive impact workplaces can play in supporting behaviour change.

As with all networks, regular connection and refreshing the network is important. Since 2019 the network continues to meet on a quarterly basis, to hear from subject matter experts and engage in the role they play in acknowledging key dates and campaigns. In 2021 QBE refreshed their network and partnered with Challenge DV to deliver six Family Domestic Violence First Response training sessions. Similar to our approach in 2019, the program focussed on the complexity of the topic, and the QBE workplace response.

The network continues to play a key role being a visible demonstration of QBE's commitment to addressing family domestic violence, active advocacy support through checking in or supporting disclosures directly.

➡ Practical example: First responder network training

In 2020, **EY** worked with **Challenge DV**, to deliver first responder training to specialised Talent Team Members and Welfare Contact Officers. The training was intimate (max 15 per session) to allow psychological safety, and question and answer time. Learning outcomes of the training included:

- Increased participant understanding and confidence to 'recognise, respond and refer' to domestic and family violence.
- Participants were able to explain why domestic and family violence is a workplace issue.
- Participants developed an understanding of what underpins and causes domestic and family violence.

The pre-training to post-training survey responses showed increased confidence to 'recognise, respond, and refer'.

3.1.7 Communicate support available both to employees impacted by, and employees using, domestic and family violence

- Ensure information about supports available and referrals to specialist domestic and family violence services is regularly communicated and made available on a variety of platforms (e.g. email communications, intranet, posters etc).
- Provide multiple avenues for accessing support (e.g. Manager, HR, intranet, Domestic and Family Violence Contact Officers, Wellbeing Officers).
- Ensure communication and referral pathways are inclusive of the experiences of people with diverse identities.
- Ensure your EAP service is aware of organisation's support for employees impacted by domestic and family violence and makes referrals to external expert counselling and domestic violence support workers.

Practical example: All-staff communications

Note: always include appropriate referral information in all communications to staff

Example 1: Subject: Addressing Domestic and Family Violence

Dear Team,

Nothing work wise to update this early in the day, but a couple of things that I want to draw your attention to across the wider society.

Firstly, incidents of family violence have spiked since the lockdown has gone into effect driving increases in call volume and website visits to family violence help lines. [Organisation] leads the way in its family violence provisions for employees and I'd encourage anyone who would like to take a look at our support in this area to access our policy available here: [link to policy inserted].

There's a trigger warning here for people who may be experiencing family violence to tune out to the rest of this paragraph if that's the case - but as a young person my family experienced family violence perpetrated by my father and so I spent a large part of my formative years in shelters taking refuge from this violence with my mother and sister. Aside from when we were away from my father in these shelters there were times when my mother would seek her own refuge working to get out of the house while we were at school. So it's a subject close to my heart and a source of immense pride that [organisation] leads the way in its family violence provisions.

In saying that, I'm absolutely aware that there may be members of our teams who are experiencing these types of situations even more acutely now that they are largely confined to a home space. The first thing I want you to know is that we're there for you and we will help in any way that we can but we want to do so confidentially - so if you need support please reach out, and if for some reason you need to leave your home during the day as you usually would to work in order to find some space then please let me know and we will work out a way to get you access to a space where you can work away from home, or other support. We won't ask any questions and just want to give you the space you need. But we are here to help if you want to talk to us.

Anyway, that's all a bit emotional so if any of that gets to you, or you need any other help remember that your leaders are available, I'm available and our EAP program is also there to help. You can also reach out 24/7 to 1800RESPECT (1800 737 732), the Men's Referral Service (1300 766 491) and of course, if it's an emergency always dial 000.

Internal note from Team Leader to Team Members

➡ Practical example: All-staff communications

Example 2: Subject: Our Commitment to Addressing Domestic and Family Violence

Dear Team

Domestic and family violence is an issue that impacts our whole community. Frighteningly, on average, one woman a week is killed by a current or former partner in Australia and most Australians who experience domestic abuse don't report it, meaning their abusers are never held in account.

Reported statistics indicated that over 60% of women experiencing violence from a current partner continue to work every day. Due to the sheer scale of domestic and family violence in our community, this suggests that some of our colleagues may be involved in or know someone who is experiencing domestic and family violence.

OUR APPROACH TO DOMESTIC AND FAMILY VIOLENCE

At [Organisation], we are committed to supporting our employees through any situation they might be experiencing. As such, we want to shine the brightest light possible on domestic and family violence to build our people's awareness and create a workplace culture that encourages staff experiencing these situations to seek support. [Name] CEO/MD says that "[Organisation] is committed to creating an inclusive, safe and supportive culture and we will continue to look for ways to raise awareness, provide education and offer ongoing support for any of our people involved in or experiencing these situations."

The month of May is recognised as Domestic and Family Violence Prevention Month and is used as an opportunity to help raise community awareness and promote a clear message that domestic and family violence will not be tolerated in our communities.

To show our commitment towards this initiative and reduce the occurrence of domestic and family violence within our communities, this month we will be delivering a Domestic and Family Violence Awareness webinar with an organisation called Challenge DV (formerly Australia's CEO Challenge). Please look out for a calendar invite for this session in the coming days and register if you would like to attend.

At 8:30pm AEST, tonight (5th May) SBS is premiering a three-part documentary series called "See What You Made Me Do", hosted by investigative journalist Jess Hill. The series confronts Australia's domestic abuse crisis through exploring situations of coercive control and highlighting how these sometimes less visible forms of violence can manifest. This docuseries is another means to learn more about this important issue.

FURTHER SUPPORT

We are committed to supporting our staff who are involved in or experiencing domestic and family violence situations. If you are in need of support, please reach out directly to me or your manager who can arrange assistance for you through our Employee Assistance Program and specialist support services.

Alternatively, if you or someone you know is experiencing family violence or sexual assault phone **1800RESPECT** or visit **1800respect.org.au**. For counselling, advice and support for men who have anger, relationship or parenting issues, call the Men's Referral Service on 1300 766 491 or visit **mrs.org.au**.

Internal communication from Champion of Change to all-staff

➡ Practical example: All-staff communications

Example 3: Starting a conversation about Domestic and Family Violence

Dear Colleagues in the UK,

I'd like to start a conversation today about a difficult topic. But a very necessary one, that we can all help to change the narrative on.

The murders of Sarah Everard, Bibaa Henry, Nicole Smallman, and most recently, that of Julia James, shocked us all and prompted a wider debate about women's public safety.

At [Organisation] we really wanted to act and do something inclusive that helps to create long term change. Despite the tragic nature of these deaths, the reality is, their circumstances are very rare. So we have therefore chosen to focus on an area of violence that more commonly presents itself – domestic abuse.

As such, in partnership with Women's Aid, we will be training 54 people, across the network, in domestic violence support. That's 54 people who are equipped to support you if you are impacted by abuse. You'll be able to reach out to a variety of people, from a broad range of communities and backgrounds, to seek support, guidance and a chance to be heard. More details on how to get in touch with these people will be coming soon.

It's not a conversation we have had at [Organisation] before, but it's one we need to have. Because this is an area where we can tangibly create change and support those who are experiencing violence and abuse, outside of the headlines.

In addition to these trained volunteers, we will also be hosting a Teams Live Event on [date] with Women's Aid, hosted by [senior leader], in order to create more widespread awareness of this issue and to better equip us all with the facts and tools we need to show allyship in this area. You can join this session by [link].

It's important to acknowledge that not everyone will be able to safely engage with this webinar whilst in their home. So we will be recording the session and hosting it on the [intranet], to enable you to watch at a time that is right for you. For those who are able to attend the event live, rest assured that you will be afforded total anonymity and participants won't be visible.

I do hope you will be able to join the session. Everyone is welcome because we can all play a part in the solution.

Thank you,

Internal communication from Champion of Change to UK staff

3.2 Level 2 – Effective response and prevention

Ensure our organisation and culture effectively supports those impacted by domestic and family violence and responds to those who use violence and abuse. Foster a culture that promotes gender equality, and respect for all, at work and at home.

Our actions ensure the effective implementation of the policies and the support we have put in place, including by investing in equipping our people managers and teams to provide flexible and expansive support that is inclusive of all people and their diverse experiences of domestic and family violence. We partner with expert support services, and we make the prevention of all forms of disrespect, including sexism and sexual harassment, a leadership priority.

3.2.1 Elevate the prevention of all forms of disrespect and discrimination as a leadership priority and ensure gender stereotypes, roles and norms are actively challenged in the workplace

- Clearly articulate that eradicating all forms of disrespect and discrimination is a leadership priority.
- Communicate zero-tolerance for behaviours that contribute to a culture of disrespect, including everyday sexism, casual racism, homophobia, transphobia and ableism.
- Actively challenge gender stereotypes, roles and norms in the workplace and in all external facing materials.
- Set expectations and support leaders to address all forms of disrespect and discrimination.
- Understand how disrespect and discrimination manifest in our own organisation and industry, the risks and impacts.
- Require oversight of incidents and regular reporting to executive leadership and Board.



Practical example:

Practical action to address everyday sexism

In recognition of the importance of normalising respectful relationships in the workplace, **DFAT** has created practical actions to increase gender equality and inclusion that leaders at all levels of the organisations can take in the workplace each day.

Through this work, DFAT has given leaders opportunities to take action/s that are meaningful in their work area, and with their teams. Actions are grouped under three themes: Diversity, Culture and Respect; Collaboration; and Communication. Suggested actions include commitments to: share meeting chairing duties equally between genders, attend training on workplace diversity matters, create opportunities for early intervention to prevent inappropriate behaviour, remain in contact with colleagues on long-term-leave, support flexible work initiatives and role model respectful behaviour at all times.

These suggested actions were complemented by an awareness raising campaign; highlighting common examples of everyday sexism and providing positive and constructive approaches to challenging this behaviour in the moment.

These actions were drafted in consultation with staff representative groups and provided to all staff for inclusion in their annual performance agreements – particularly for Senior Executive Service - ensuring a shared pathway to enhancing inclusion and commitment to gender equality across DFAT's network.

➔ Practical example:

CEO-led organisational messaging on 'everyday sexism'

Lendlease engaged in a series of actions to raise awareness of 'everyday sexism' in the workplace and equip people to 'call out' inappropriate behaviour, including:

1. Manager facilitated team discussions

Lendlease developed a script for managers that included common 'everyday sexism' language and examples along with a tip sheet. The script was designed to assist managers to create a safe and open conversation, encouraging employees to share their opinions, experiences and also agree how they as individuals and as a team, can take steps to eradicate everyday sexism at work and at home.

2. Video on everyday sexism

Lendlease produced an Everyday Sexism video, designed to educate people on what it looks like and steps to eradicate sexism. Steve McCann, former CEO of Lendlease, opened and closed the video. Common examples, and their affect, were highlighted using a series of images and employee voice-overs. This video was shared in an all-employee communication and also used in the team meetings, where managers facilitated a team discussion.

3. All staff communication

Steve McCann, former CEO of Lendlease, sent an all-employee communication that introduced the topic, set behavioural expectations and introduced the Everyday Sexism video. Additionally, for International Women's Day, Lendlease hosted a panel discussion and the CEO of Building was interviewed about the topic. This event was live streamed with over 1100 employees in attendance and the event was also recorded and made available for people who could not attend the live event. Additionally, five of Lendlease offices hosted events for over 200 people.

➔ Practical example:

'Ethical Bystander' training

The **NRL** sought support from **Rape and Domestic Violence Services Australia (RDVSA)** to build its capacity to prevent violence and better respond when it occurs. Since 2016, RDVSA has worked with the NRL to design and deliver a range of training and support programs including and 'Ethical Bystander' training.

The training recognises that we all have a role when it comes to preventing sexual, domestic and family violence. Offensive jokes, derogatory language, and sexual harassment create an environment in which rape, abuse and assault become permissible. Jokes and language affect how we perceive these issues, and in turn how we respond. This course supported the NRL community to:

- Identify jokes, derogatory language and harassing behaviours which can normalise violence.
- Understand the legal context of violent and harassing behaviours.
- Recognise when someone needs help.
- Gain skills in safe intervention methods.
- Understand boundaries and reporting pathways.

 **Practical example:****Recognising the causes and consequences of all forms of violence against women and the diversity of experiences**

With the public discussion on sexual assault and sexual harassment in early 2021, **WEHI** leaders engaged in a range of internal communications focused on recognising the impact of the public commentary on victim survivors, affirming WEHI's continued commitment to creating a safe, equal, and respectful workplace, and answering the nation-wide call for strengthened action from workplaces. Central to WEHI's messaging was an acknowledgement that while sexual harassment and sexual assault is rooted in gender equality, other forms of discrimination and stigma also contribute to, and exacerbate the issue.

During all-staff briefings, the Director and Chief Operating Officer also acknowledged that a diversity of voices was missing from the mainstream public conversation about sexual harassment and sexual assault – namely, the long-standing advocates from migrant, refugee, and Aboriginal and Torres Strait Islander communities. Both senior leaders raised a call to action to expand our lens on how sexism and violence against women manifests to better address the diversity of women's experiences.

A diverse range of external specialist support services were signposted via WEHI's intranet. This included services for LGBTIQ+ people, adult victim survivors, seniors, Aboriginal and Torres Strait Islander people, people from multicultural backgrounds and men. This information accompanied the relevant WEHI policies, provisions and support available.



3.2.2 Partner with expert organisations to enhance your efforts

- Partner with organisations that have expertise in workplace responses to ensure our efforts are informed by expert advice.
- Partner with specialist domestic and family violence organisations in the sector to provide direct avenues for expert domestic and family violence counselling and support for employees experiencing and employees using domestic and family violence, including specialist services/ organisations for employees with diverse backgrounds and identities.
- Support domestic and family violence organisations (national, state-wide or local) and fundraising efforts including through in-kind support.
- See section 7 for organisations that can assist.

Practical example:

Supporting organisations in the sector

Charter Hall continues to grow its long-term partnership with **Two Good Co**, a social enterprise that employs women experiencing domestic and family violence to give them a pathway out of living with violence and abuse.

Charter Hall first established its partnership with Two Good Co in 2017 through its corporate catering service for both internal and external meetings. Charter Hall then became one of the first companies to trial the organisation's concierge service through its Work Work employment pathways program.

In 2019, Charter Hall promoted Two Good Co's first ever cookbook in its retail centres with the help of 200 Charter Hall employees who volunteered their time, as a way to support the organisation, engage with the community and provide gifts for customers. Charter Hall is already committed to supporting the launch of Two Good Co's second cookbook, which comes out this year.

In 2020, Charter Hall worked with Two Good Co to create hundreds of Care Packs to support employees working from home due to lockdowns related to the COVID-19 pandemic.

This year, Charter Hall has deepened its partnership with the organisation even further, integrating Two Good Co into its business value chain by signing an agreement to supply 38 of its offices and managed assets across Australia with Protect and Connect Soap, marking the first time that Charter Hall has used its supply chain to create social value. The benefits are multi-faceted, as it supports the organisation to achieve sustainable growth and help even more women, enhances the workplace experience for Charter Hall's tenant customers, and helps the planet through automatic touch-free soap dispensers made from recycled ocean plastics. The dispensers, which were funded and developed with the support of Charter Hall, are predicted to remove and repurpose up to 1.25 tonnes of plastic from the ocean.

Through this long-term partnership, Two Good Co has been able to provide more than 4,000 individual meals to women in need, more than 1,000 care packages to women's shelters and created 349 hours of paid employment for vulnerable women through the Work Work program.

➡ Practical example:

Addressing the needs of women with a disability

Medibank delivers the **1800RESPECT** service on behalf of the Australian Government. Sunny is **1800RESPECT's** free app for women with disability who have experienced or are experiencing violence and abuse. Sunny has been co-designed with women with disability and in collaboration with Women With Disabilities Australia to make sure the app provides the very best support for the people who need it. Sunny has been developed by people with disabilities, for people with disabilities and is highly accessible for Australians with access to a compatible device. Sunny is compliant to level AA of the Web Content Accessibility Guidelines 2.0. A screen reader can be used to access Sunny on IOS (iPhones) and Android phones and text in Sunny can be made larger or smaller by using phone accessibility settings. Sunny utilises real stories from people with disabilities and allows the user to contact **1800RESPECT** through the app.

➡ Practical example:

Partnerships with expert organisations

As part of **CommBank** Next Chapter, the Bank works with experts in the field to develop independent research, fill gaps in our knowledge of financial abuse and develop effective responses. These resources are available online on the CommBank Financial Abuse Resource Centre: <https://www.commbank.com.au/support/financial-abuse.html>.

Domestic and family violence has serious long-term impacts for individuals, families and the community. We've been playing our part by working with domestic and family violence sector partners to inform our approach to support people impacted achieve long-term financial independence through our Next Chapter program. We will continue to work with experts in the field to develop independent research, fill gaps in our knowledge and develop effective responses. We know there is much more to do address the far reaching impacts of domestic and family violence.

Matt Comyn
CEO, Commonwealth Bank of Australia

3.2.3 Provide flexible and expansive support for employees experiencing domestic and family violence, or those supporting family/friends experiencing domestic and family violence

- Ensure your practice is driven by a human-centred' approach that is compassionate, empathetic and non-judgmental and that places the needs of the employee experiencing domestic and family violence central including by:
 - Providing uncapped paid leave
 - Removing language regarding the requirement of 'proof'/'evidence' to dismantle barriers to accessing leave and support
 - Providing financial support such as costs of relocation, childcare, financial advisers etc.
 - Ensure employees have a range of avenues to access support and referral.
- Train 'domestic violence' contact officers / special responder teams / domestic and family violence hotline operators, and all employees with a supervisory or management role with the knowledge and capability to assist an employee experiencing domestic and family violence to access all supports and referral available, ensuring they only have to tell their story once.
- Empower and embolden your team to think innovatively about what more your organisation can do to respond to domestic and family violence.



Practical example:

Expansive paid leave and removal of barriers to take-up by employees experiencing domestic and family violence

Many organisations within the Coalition, including all members of the **National 2016 Group**, have removed a cap on paid domestic and family violence leave for employees experiencing domestic and family violence. This can be expressed in different ways including:

- 'If you are experiencing the effects of domestic and family violence you may receive up to 10 days paid leave per calendar year...If you require greater than 10 days leave in a calendar year, further paid leave may be provided at [organisation's] discretion.'
- 'An employee experiencing domestic violence may access Special Paid Leave. This leave is unlimited and based on the circumstances of the situation.'
- 'Employees experiencing domestic and family violence may access unlimited days per year of Domestic Violence Leave.'
- 'Employees experiencing Domestic and Family Violence who require time off work will receive continuation of ordinary pay to support them. This will allow them to attend medical and support services appointments, seek legal assistance, prepare for and attend legal proceedings, counselling, relocating or undertake any other activities relating to domestic and family violence.'

Removing or minimising requirements for providing 'evidence'/supporting documents can also remove barriers to employees seeking support. This could include:

- No 'evidence'/supporting documents required.
- No 'evidence'/supporting documents required for one week leave but for more extensive leave the organisation can speak to an employee about what appropriate documentation might be required.

Paid domestic and family violence leave can also be provided to employees who use domestic and family violence for the purpose of them seeking expert assistance to stop using domestic and family violence (e.g. accredited behavioural change programs).

➡ Practical example: Financial support

- **Mirvac** provides up to \$5,000 financial support per occasion for personal expenses incurred by the employee in relation to medical, relocation/accommodation expenses and childcare for permanent employees.
- **GPT Group** provides up to \$5,000 (net, after tax) in financial support.
- **Viva Energy** provides a grant capped at \$2,500 to enable Team Members who are experiencing domestic and family violence to move into safe and secure accommodation and/ or access other related support (e.g. legal). Viva Energy will also allow an employee's bonuses to be paid into an alternative bank account from their regular pay.
- **QBE** provides up to \$5,000 in financial support to employees experiencing domestic and family violence to support obtaining legal advice, relocation and accommodation expenses, medical needs.
- **PwC** provide up to \$2,500 financial support to assist with meeting urgent needs including interim accommodation, emergency medical treatment, emergency childcare arrangements, legal advice or improving home safety and security.
- **Hollard** has created an undisclosed emergency relief fund for staff who require urgent financial assistance to, for example, make safe living arrangements, pay for a bond or other security emergency services.
- **EY** may provide salary advancements, contribute towards emergency accommodation, and pay for removalists.
- **Vicinity** provides emergency financial assistance and accommodation for team members who are victims of family and domestic violence. Provisions include accommodation for an initial three day period and financial assistance in addition to 10 days paid leave. Additional emergency accommodation, financial assistance and/ or paid leave is available at Vicinity's discretion, in line with its 'people first' approach.



3.2.4 Invest in processes and approaches for effectively responding to employees who use domestic and family violence

- Ensure effective implementation of your organisation's approach to responding to employees who use domestic and family violence (see section 6 and [Employees who use domestic and family violence: a workplace response report](#)).
- Where appropriate, consider expanding support to include accommodation for employees who are using domestic and family violence for the purpose of keeping the person experiencing the violence safe, ensuring that they are engaged with appropriate accredited behavioural change programs.
- Make referral information for employees concerned about their relationships visible on multiple platforms to encourage them to seek expert support.



Practical example:


Additional support for those using domestic and family violence

Rio Tinto's domestic and family violence policy provides assistance for those using domestic and family violence including:

- Paid leave arrangements for the purposes of attending: an assessment session for an accredited family and domestic violence behaviour change program; an accredited family and domestic violence behaviour change program; and any individual counselling sessions associated with an accredited family and domestic violence behaviour change program.
- Accommodation for the purposes of keeping the family experiencing the violence safe (e.g. if the employee has, or is at risk of, using violence or abuse – the purpose of accommodation is to allow the family to stay in the family home and the person using violence to stay in separate accommodation).
- Connecting the employee with external specialist support services such as No To Violence Men's Referral Service.

3.2.5 Train and equip all people managers to be effective 'first-responders' applying a human-centred approach

- Train all people managers in first response skills, to ensure they have the skills and capability to 'recognise, respond and refer' in a trauma-informed manner, with empathy, compassion and non-judgement, and to not surpass the role of the workplace.
- Build awareness and capacity of people managers to understand the ways in which people with diverse backgrounds and identities may have different experiences of domestic and family violence, and tailor responses to address the unique barriers individuals may face in accessing support.
- Ensure all people managers receive guidance and support to refer employees to specialist domestic and family violence services, including for diverse communities.
- Reinforce the role of the workplace is to provide a workplace response only - to 'recognise, respond, and refer' to domestic and family violence, and not to take on the role of a counsellor or specialist domestic and family violence service or accredited behaviour change program.
- Provide training and regular support to manage vicarious trauma*, wellbeing and self-care, and links for further support available for managers who may feel upset or distressed about some aspects of what they have been told. (*Vicarious trauma refers to the detrimental impacts suffered by people who are repeatedly exposed to other people's trauma through first-hand accounts or secondary sources. It is cumulative and builds up over time. Vicarious resilience refers to the positive impact and personal growth resulting from exposure to the resilience of people who have experienced domestic and family violence.)



As a survivor of Domestic Violence, I know it takes an enormous amount of courage to disclose due to shame, judgement and fear of unemployment. But I also know from experience, that workplaces have a unique opportunity to provide life changing support and security. My workplace supported me to leave my abusive relationship and I now live a life free from violence.

Jacque Lachmund, CEO, Challenge DV

**Tip:****Effective responses to a disclosure****DO**

- ✓ Listen to the story without judgement
- ✓ Validate and believe them
- ✓ Reaffirm that the behaviour is not okay
- ✓ Let them express how they feel
- ✓ Be led by them
- ✓ Let them cry
- ✓ Encourage them
- ✓ Explain what you can do
- ✓ Ask them if they would like to make contact with a specialist domestic and family violence service or other support service or if you can help connect them
- ✓ Understand the risk they may be in and support the need for their safety immediately and as a next step

DON'T

- ✗ Tell them what to do, interrupt or take over
- ✗ Ask the 'why' questions
- ✗ Blame them, suggest they modify their behaviour, or suggest they contributed to the violence and abuse
- ✗ Get angry on their behalf
- ✗ Assume you know how they feel
- ✗ Tell them about your or someone else's experience
- ✗ Condone, minimise, excuse or explain the perpetrator's behaviour
- ✗ Worry if the story doesn't appear to add up

Accept their decisions.**SAY**

- 💬 "They had no right to do that"
- 💬 "What happened is wrong"
- 💬 "What can I do to support you?"

THIS IS HEARD AS

- 👂 "I believe you"
- 👂 "It was not your fault"
- 👂 "You are not alone"

Respond with empathy, compassion and non-judgement.

(Source: *The Full Stop Foundation / Rape and Domestic Violence Services Australia*)

Also see: <https://www.insightexchange.net/follow-my-lead/>

**Tip:**

Understand the boundaries of appropriate workplace responses in supporting people affected by domestic and family violence.

The role of the workplace is to:

- ✓ 'Recognise, respond, refer'.
- ✓ Uphold standards of safety and care.
- ✓ Create an environment where employees feel safe to disclose that they are experiencing domestic and family violence or using violence and abuse and to seek support and referrals.

Workplaces should not:

- ✗ Intervene in circumstances where there has not been a disclosure of domestic and family violence (but do create openings for employees to disclose).
- ✗ Intervene in the personal relationships of employees to stop violence.
- ✗ Attempt to provide therapeutic support or support that a specialist domestic violence worker or counsellor would provide.
- ✗ Continue to sustain employment beyond what is reasonable (for example, when a person is unable to attend work or undertake their required duties for an extended period of time).

Ensuring 'first-responders' understand the role and limits of a workplace response, including the importance of referring to external domestic and family violence support workers is critical for the wellbeing of both the employee impacted by domestic and family violence and the first-responder.

For workplace domestic and family violence contact offices / human resource managers / welfare officers and other supervisory or managerial staff who may be exposed to employees experiencing domestic and family violence, invest in education and ongoing support to effectively identify and respond to vicarious trauma*.

See for example, *Rape and Domestic Violence Services Australia / The Full Stop Foundation's 'Vicarious Trauma Management' training.*

Domestic and family violence is a scourge on society and we all bear a responsibility, particularly as employers, to do all we can to ensure our workplaces operate as a refuge and place of safe harbour for all.

Richard Enthoven, Managing Director, Hollard Holdings Australia

➔ Practical example:

Guide on how to 'recognise, respond and refer'

Hollard provides the following guidance for people leaders who receive a disclosure of domestic and family violence:

People Leader Response to Disclosure of Employees impacted by Violence

In case of a concern/disclosure you are to **recognise, respond, refer and report** when required. You are NOT to manage the situation of domestic and family violence and/or provide therapeutic response.



3.2.6 Share training and awareness-raising efforts with all staff to support them to be effective first responders

- Train all staff to 'recognise, respond and refer' ensuring that the safety of employees experiencing domestic and family violence is paramount.
- Engage 'experts with experience' to build awareness and understanding.
- Encourage staff to share experiences (in a safe and supported way) and/or be advocates on the issue.



Practical example:

Equipping employees to be effective and safe bystanders

CommBank developed learning about domestic and family violence and how to 'recognise, respond and refer' to support colleagues who disclose they are experiencing domestic and family violence. The learning was developed with expert advice from the Gendered Violence Research Network, UNSW Sydney. The learning has been delivered to over 600 employees, including employees in specialist areas, such as, Financial Assistance Solutions and Group Customer Relations, to extend the awareness to customer identification and support. In addition to this specialised learning, there is also a domestic and family violence online awareness module available to all employees.



Practical example:

Training all people managers

Viva Energy partnered with **Challenge DV** to train staff to respond to disclosures, and developed an Initial Response Checklist for all first responders:

- Identify if an immediate threat to the Team Member's safety exists. If yes, firstly call 000. Secondly, obtain the Team Member's consent to notify the Viva Energy National Security Manager. If it is not reasonable or practicable to seek their consent, the Viva Energy National Security Manager should be notified if the Team Member is at work when the threat is identified and/or it is related to the workplace.
- Determine if the Team Member is working on site or remotely. Note that Viva Energy's duty of care extends to Team Members when they are working from home.
- Identify if the potential for a workplace safety risk exists because the user has or may attempt to enter the site. If yes, notify the Viva Energy National Security Manager.
- Reassure the Team Member that they will not experience judgement or discrimination as a result of disclosing.
- Confirm any disclosure will be treated confidentially.
- Explain that the Team Member will be referred to a 'Case Manager' and offer them a choice of Case Manager.
- Determine if any support, including financial support, is needed urgently. If it is, schedule the meeting with the Case Manager ASAP.
- If reported directly to a P&C Manager or OD Manager ask whether the Line Manager can be informed on their behalf.
- Agree next steps, including when the Team Member will next be contacted and by whom.
- Explain the next meeting will include an overview of the support offered by Viva Energy.

3.2.7 Refine communication efforts to ensure support is widely accessible

- Ensure the language used to communicate support reflects the lived experience of domestic and family violence (e.g. the different forms domestic and family violence takes including non physical forms).
- Recognise that domestic and family violence is not usually a one-off incident. Instead, it often takes the form of a pattern of abuse and violence occurring over extensive periods which can lead to lasting harm (i.e. violence and abuse, as well as the impacts of domestic and family violence, can continue for many years as part of a long-term relationship the individual is committed to, or long after a person leaves a relationship, through stalking, ongoing violence and abuse, ongoing trauma, family court proceedings, technology facilitated abuse).
- Ensure multiple avenues are available and highly visible for accessing support and referral and where possible, assist with making contact with these support services.
- Build confidence in the process (including privacy) by sharing de-identified examples of how the organisation has supported employees (with consent of the individuals).

Practical example:

Using the 16 Days of Activism to build awareness

Champions of Change created a toolkit for leaders to use during the 16 Days of Activism Against Gender-based Violence to amplify messages around their organisation's commitment to preventing and responding to domestic and family violence including by:

- Leaders beginning speeches by sharing information about domestic and family violence as a workplace and women's human rights issue.
- Adding the topic to the beginning of each meeting's agenda – with 5 to 10 minutes dedicated to the topic.
- Leveraging external and internal communications to raise awareness (e.g. enterprise-wide newsletters and social media).
- Holding workshops and events to raise awareness and build capacity to respond to domestic and family violence.
- Supporting community-based organisations that support survivors of domestic and family violence or that seek to prevent violence or change perpetrators' behaviours.
- CEOs and others publicly committing or recommitting to their visible role in this work, as well as launching or expanding relevant policies.
- Leaders sharing stories of impact of their organisation's work, for example, in implementing additional paid leave for those affected by domestic and family violence.

See *the Champions of Change 16 Days of Activism Toolkit*

3.3 Level 3 – Amplifying impact

Our attention and commitment to reducing domestic and family violence is understood by our employees, clients, customers, suppliers and communities.

We continue listening, recognising that the support we provide must respond to the needs of those impacted and must evolve as we learn more. We recognise our role in creating opportunities for people experiencing domestic and family violence to gain economic independence through connection to the workplace, and we contribute to prevention by creating pathways for employees who may be using domestic and family violence to seek support to stop using violence and abuse and fostering behaviours and attitudes that promote gender equality and respectful relationships.

Our capacity to create change is not limited to the workplace. We can extend our organisation's support to the customers, clients and suppliers with whom we work, and into the communities in which we operate. We also take steps to mitigate against our products and services being used to perpetrate domestic and family violence.

Driving meaningful change is about more than having the conviction to act – it is about inspiring others to stand with us and supporting them to do so by sharing our work, resources and learnings on this issue with them.

3.3.1 Foster an inclusive and safe workplace culture where all employees feel safe to raise concerns about sexism, sexual harassment, disrespect or discrimination

- Role model standards of behaviour expected, address disrespectful and/or unlawful behaviour in the moment and empower others to do so.
- Understand and address the systemic enablers that continue to enable sexual harassment – See Champions of Change [Disrupting the System](#) report.
- Bring transparency around incidents and how they were addressed to build confidence in the complaint processes.
- Communicate on respectful relationships at work and at home.





Resource:

Our Watch, Doing Nothing Does Harm

See: <https://www.doingnothingdoesharm.org.au/>



Show it's not OK

Next time, use body language to show your disapproval:

- Roll your eyes
- Shake your head
- Don't laugh along
- Walk away
- Stand between the person being disrespectful and the woman.



Support women

Next time, support women and other people doing something:

- Ask if she's OK – in person or in a message
- Acknowledge what happened: 'Hey, I'm sorry. That wasn't cool'
- Back up people doing something
- Support women who report sexism and disrespect
- Learn how disrespect limits women's lives - and help others learn, too.



Speak up

Next time, speak up about disrespectful behaviour:

- Question sexist jokes: 'I don't get what's funny?'
- Focus on the behaviour: 'That comment was out of line'
- Purposely change the topic: 'Seriously? Let's move on'
- Make a joke: 'C'mon, aren't we better than that?'
- Ask them to stop: 'Alright, that's enough'.



3.3.2 Ensure all people processes apply a human-centred approach based on empathy, compassion and non-judgement

- Ensure all people processes apply a trauma-informed and human-centred approach (i.e. based on empathy, compassion and non-judgment) including your recruitment, orientation, promotion, performance management and termination processes.
- Collaborate with organisations in the sector to create opportunities to recruit victim-survivors of domestic and family violence to provide an opportunity for building their economic independence and sense of empowerment.



Practical example:

Ensuring recruitment, orientation, employment and end of employment are inherently supportive of victim-survivors

The **WIRE** Victim-Survivor Supportive Workplace Standards provide clear and adaptable strategies for workplaces to support victim-survivors through:

- Recruitment.
- Employment (including performance management).
- End of employment processes.

Developed in collaboration with employees with lived-experience, and HR professionals, they are designed to ensure that processes and policies are inherently supportive of victim-survivors of family violence i.e. people do not need to disclose their experiences of family violence to have access to supports and adjustments that are supportive and trauma-informed recognising disclosure may act as a barrier to these supports being accessed due to fear of stigma of disclosing.

The Standards have been developed around the following principles:

Equity/equality: Acknowledges that people may experience different and compounding barriers to accessing opportunities and therefore focuses on implementing strategies that address individual needs to ensure fair and equal access to opportunities.

Transparency and predictability: For victim-survivors, unexpected or unclear processes can be reminiscent of their experiences of being controlled or manipulated. Further, it is important to be aware of power relationships and hierarchies that exist in workplaces (employer-employee, manager-worker, supervisor-supervised, senior-junior, etc.) and to understand that seemingly normal interactions and issues within the workplace can trigger reactions for victim-survivors who may have experienced feelings of being controlled or directed within their abusive relationships. Workplaces that provide transparency and predictability in all processes, from recruitment through to termination, can support victim-survivors to feel safe, comfortable and empowered and therefore able to perform at their best.



Empathy and compassion: Practicing empathy and compassion within a workplace culture can ensure people who have experienced violence feel safe and supported, rather than feel the need to hide their experiences or the ongoing impacts of domestic and family violence. Processes and policies that centre the wellbeing of employees and come from a perspective of aiming to support rather than reprimand, will enable victim-survivors to work alongside employers to manage any immediate crisis or ongoing impacts of domestic and family violence.

Open-mindedness and flexibility: Employees that have experienced domestic and family violence have to continue to manage its ongoing impacts long after the abusive relationship has ended. Workplaces which aim to increase the options available for job seekers and employees to engage and complete their work, and that are open minded about ways of working such as working from home or outside normal working hours will create an environment for victim-survivors to thrive, by allowing them to complete their work while managing the ongoing impacts of domestic and family violence in their lives.

Privacy: Ensuring employees are able to protect their privacy and have control over what information about their employment is made available publicly will best support their ongoing safety and wellbeing, as well as support their ability to reclaim autonomy following an experience of abuse. This principle highlights it's a person's right and choice to disclose whether they have or are experiencing violence, and the level of detail they choose to include in this disclosure, and how this information is stored and used.

These Standards are currently still in development and will be launched in June 2022. For further detail on how to apply these principles in recruitment, employment (including performance management) and end of employment, please contact [WIRE](#).

3.3.3 Communicate messaging on respectful relationships and encourage employees concerned about their relationships to seek support and referrals

- Share messaging regarding respectful relationships and support available to encourage employees concerned about their relationships to seek support.
- Deliver bystander training to equip employees to 'recognise, respond and refer' when they witness specific incidents of violence and/or behaviours, attitudes, practices or policies that contribute to or condone violence (see section 7 for organisations that can help).

➡ Practical example:

Tip sheets for workplaces on healthy relationships, employees' use of domestic and family violence, co-parenting, and managing personal behaviours

As Australia's domestic and family violence sector reported an increasing demand for support during the COVID-19 pandemic, **No to Violence** joined forces with **CommBank** and **Norton Rose Fulbright** to assist Australian workplaces to identify and prevent domestic and family violence.

No to Violence developed four pandemic-focused tip sheets that provide useful and practical tips for staff as well as referral pathways to specialist services:

- Maintaining healthy relationships during crises.
- Managing your own behaviour and wellbeing.
- Ways to increase safety and co-parenting when separated, during crisis circumstances.
- What does domestic and family violence look like when working from home and what you can do (for employers).

The tip sheet are available here: https://ntv.org.au/wp-content/uploads/2020/10/BRA0487_No_to_Violence_Tip_Sheet_Oct2.pdf

➡ Practical example:

CommBank bystander responses

In recognition of the important role bystanders can play in fostering safety, respect and inclusion at work, **CommBank** has partnered with **Griffith University's** MATE Bystander Program to develop bystander education resources to equip their people to know how to take effective action in situations where things don't feel right. This work is part of a broader program to increase awareness and understanding of harmful everyday behaviours, which if left unaddressed can perpetuate inequality.

➡ Practical example:

'Better Than This' resources for men who use domestic and family violence

No to Violence (NTV) has developed outreach resources through their 'Better Than This' campaign, which can be utilised by workplaces to deliver messages on respectful relationships. The campaign is based on the premise that many men who use violence don't know where they can find support to change their abusive behaviour. The resources are aimed to shift thinking to 'maybe it can be better than this'. Workplaces can access posters and pamphlets which can be placed in places of quiet contemplation such as bathrooms and waiting rooms, or staff rooms where the message can be clearly communicated without being too imposing.

These resources can be ordered at <https://ntv.org.au/sector-resources/resources/#resources>.

➡ Practical example:

Bystander intervention training

EY is deploying mandatory bystander intervention workshops to all Oceania staff members and partners. These workshops have been designed to build confidence and understanding on what to do if a person witnesses behaviour that undermines a safe and inclusive working environment. The training included modules on:

- Joint responsibility and expectations of staff members and partners to speak up, aligned to EY values.
- What to consider before you act: sense check, safety check, access outcomes, take action.
- Types of actions you can take, including EY's framework the four 'D' of bystander intervention - distract, discuss, deliberate, and direct.
- Reminder of EY's escalation process and support avenues.
- Hypothetical scenarios and practice with peers for skill acquisition.

We all have a role in creating a safe and inclusive workplace that includes speaking up when we see or hear something that undermines respect and equality for all. As a leader of a large and diverse workforce, I know our workplace can have a profound impact on creating a more gender equal society by promoting respectful and inclusive behaviours at work and in all aspects of our lives.

David Larocca, Oceania CEO & Regional Managing Partner, EY



3.3.4 Consider how products and services might be used to perpetrate abuse and take steps to address this

- Review products and services to consider whether they are or could be used to perpetrate abuse.
- Consult customers and experts to identify risks.
- Take action to prevent products and services being used to perpetrate abuse.
- Ensure all new product and service design mitigates against potential abuse.

Practical example:

Addressing abuse perpetrated via banking transactions

As part of **CommBank** Next Chapter, the Bank is committed to reducing and preventing people from using its products and services to commit financial abuse.

Technology-facilitated abuse can have a long-term and damaging impact on victim-survivors. Addressing technology-facilitated abuse, and providing its customers – particularly those experiencing vulnerable circumstances like victim-survivors of domestic and family violence – with a safer banking experience, is a key priority for CommBank.

CommBank was the first bank to identify and respond to the issue of abusive transaction descriptions being sent from one customer to another through online and mobile banking. In response to this issue, CommBank announced a new Acceptable Use Policy in June 2020, stating it was unacceptable to use digital banking services to stalk, harass or intimidate any person.

Since introducing a word filter in November 2020 on its digital platforms, CommBank has continued to evolve its approach to identifying potential instances of abuse, specifically by using machine learning to pick up on patterns of behaviour.

Customers in serious breach of the Acceptable Use Policy may receive a formal warning that this behaviour may result in further action, including suspension of access to digital banking or in some cases the termination of their banking relationship with CommBank. It's important to note that CommBank only takes action against a perpetrator once they have the express consent of the victim in order to reduce the risk of unintended consequences.

The safety and wellbeing of the victim is of utmost importance. That is why CommBank works closely with the relevant authorities and domestic and family violence community partners to ensure their approach does not inadvertently cause adverse outcomes.

3.3.5 Support prevention and response to domestic and family violence in the communities in which we work and with clients, customers, and suppliers

- Leverage the core business of your organisation to expand support to your clients and customers and contribute to prevention in the communities in which we operate.
- Develop a customer-facing policy, accompanied by appropriate training for staff, that sets out support available.
- Embed a requirement for a 'domestic and family violence policy' in supplier agreements and support suppliers to develop and implement their approach.
- Partner with the domestic and family violence not-for-profit sector to amplify their work and impact.



Practical example:

Supporting customers experiencing domestic and family violence

CommBank provides trauma-informed support to customers experiencing domestic and family violence, financial abuse, and problem gambling through their specialist Community Wellbeing team. The team's focus is to ensure the financial safety and wellbeing of these customers in vulnerable circumstances.

Telstra has a designated customer service team in place called the SAFE Team to assist victim-survivors of domestic and family violence. This team of specially trained agents are equipped to take a 'high care' approach and implement solutions to help victim-survivors manage their Telstra services while protecting their privacy and security.

Hollard has extended their Employee Assistance Programs (EAP) to all customers in need.

Suncorp provides specialised care for claims involving domestic and family violence, including slowing down the claims process to a pace more comfortable to the customer, providing taxi/uber transport for customers rather than asking them to drive to mechanics, providing follow-up check-ins, counselling and support services, ensuring that claims are assessed individually and paid out, where required, separately in the case of joint policies. Further to this, Suncorp will consider the approval of claims (even when not legally bound to do so) in situations where the claim relates to an act of violence or intimidation by another policy holder or person entitled to benefit under the policy. In these circumstances, Suncorp will limit the claim in relation to the person claiming to an amount which is fair in the circumstances.

IAG has been able to build insurance processes that are a benefit for its customer's situation and budget, as well as providing customers with direct contact to the same policy support officer in certain circumstances, in order to work with flexibility and care for customers experiencing vulnerability.


Practical example:

Safe places in shopping centres

Stockland, QIC, GPT Group and Scentre Group have partnered with domestic and family violence services to provide a 'safe place' for people experiencing domestic and family violence to meet with their domestic violence case worker in some of their shopping centres. The provision of a discreet and secure room in a shopping centre assists people experiencing domestic and family violence who are being closely monitored or tracked by their perpetrator to meet their case worker without rousing suspicion.

Stockland also has a pilot underway in one shopping centre to train retail staff to 'recognise, respond and refer' domestic and family violence with a view to reaching particularly vulnerable people who may not yet be in contact with an expert support service. This pilot, undertaken in close cooperation with the local domestic and family violence service and 1800 RESPECT, includes a 'safe room' within centre management for people to seek referral and support, and meet their case worker.

Scentre Group partnered with **StandbyU Foundation** – a charity that exists to connect women and children at risk of domestic violence with those who care – to open 'Magnolia Place' at Westfield Helensvale. Magnolia Place is a multi-service community hub that provides support to people experiencing domestic and family violence. Located at one of the main entrances of Westfield Helensvale Living Centre, it aims to provide a 'soft' introduction to services for people in the local community experiencing domestic and family violence. StandbyU Foundation, Act 4 Kids and Legal Aid all have representatives based at Magnolia Place with additional social services using the space to provide associated services as required by the community and individuals.



We are focused on creating a culture that is inclusive, safe and accountable. Domestic and family violence is part of our diversity, equity and inclusion strategy and we continue to invest in the policies, training and resources to create a safe place for our people. Our workforce is a reflection of the broader community so it's likely our people will experience some of the most challenging times in their lives when they're working for us. We need to prepare our leaders for these situations not only because it's the right thing to do, but it helps us to attract and retain the best people. Everyone has a right to feel safe at work and safe to speak up if something isn't right or they need support.

Peter Allen, CEO, Scentre Group

➡ Practical example:

Supporting financial independence

CommBank partnered with **Good Shepherd** to establish an Australian first **Financial Independence Hub**.

Delivered by Good Shepherd and funded by CommBank, the Financial Independence Hub offers customers and members of the community free specialist one-on-one financial coaching and support to help people impacted by financial abuse build confidence and capability in managing their own finances, with referrals to support services and, in some cases, access to solutions like interest free loans.

In developing this initiative, CommBank and Good Shepherd worked in close consultation with people with lived experience of financial abuse, and support from a reference group of sector leaders and academic experts.

Contact Good Shepherd on 1300 050 150 (weekdays 9am – 5pm AEST) or via the Good Shepherd website to find out more.

Further information about Next Chapter is available on the CommBank website: commbank.com.au/nextchapter.

➡ Practical example:

Donating land for crisis accommodation

'Bella's Sanctuary' is a purpose-built bridging accommodation facility created to provide support for women and children leaving domestic violence situations.

Mirvac and Queensland-based lifestyle communities operator, **Halcyon**, collaborated with **DVConnect** to deliver this project. This was the first time in Australia that corporates worked with a not-for-profit organisation and teamed up to address the alarming rate of domestic violence through a housing solution. The bridging accommodation comprises: two one-bedroom, including one designed with disabled access, two two-bedroom and one three-bedroom units each with their own kitchenette, living area and courtyard. It also has a communal kitchen and living room, a play area and a DVConnect support office.

➡ Practical example:

Training frontline health staff to 'recognise, respond and refer'

At **Medibank**, an important part of the business is the provision of telehealth across Australia including via Healthdirect, Nurse on Call, After Hours GP Helpline, Beyond Blue and many more. As part of their training, these frontline workers are trained to be alert to indications that people are experiencing domestic and family violence. This provides them with the confidence and language to check if the person is safe, needs assistance or refer them to expert service providers including a direct connection to 1800RESPECT.

 **Practical example:****Crisis accommodation during COVID-19**

Crown Melbourne worked with the **Victorian Government** and service providers to establish a program to provide safe accommodation, at no cost, to those experiencing domestic and family violence during the COVID-19 pandemic. In just 3 months, Crown had provided over 550 room nights under this program.

 **Practical example:****Providing safe mobile phones to women in shelters**

The **Telstra** Safe Connections program assists victim-survivors of domestic and family violence by providing access to safe and secure communications – a smart phone, \$30 pre-paid starter kit and information to help them stay safely connected. Delivered in partnership with the **Women's Services Network (WESNET)**, Telstra Safe Connections has distributed close to 28,300 phones to women since its inception in 2016, including 5,682 in FY21. WESNET provides training to the frontline workers on how to safely provide the phones to survivors and how to assist survivors to navigate forms of technology-facilitated abuse. They also provide training to the Telstra SAFE Team who assist survivors manage their Telstra services while protecting their privacy and security.



Domestic and family violence is an issue that needs widespread action from all parts of the community so we can bring about real and lasting change. It has profound impacts on individuals, families and the workplace, and as business leaders we can play a part in helping people speak up and get the support they need. That's why we introduced paid domestic violence leave back in 2014 and have teams providing specialised support for those who need it – which has been ramped up during COVID. And it's why we provide support for our customers and community groups to help protect the privacy and security of survivors.

Andy Penn, CEO, Telstra

► Practical example:

Insurance industry supporting clients and customers experiencing domestic and family violence

The **Insurance Council of Australia (ICA)** now requires insurers to respond to customers affected by family violence. In 2020 the ICA published a **Guide to helping customers affected by family violence** which supports the ICA's General Insurance Code of Practice. The Guide sets out the following requirements and makes clear that paramount priority must be given to the safety and protection of the customer and their family, whenever family violence is identified or suspected:

- Training for employees to identify and support customers affected by family violence.
- Protecting the personal information of customers.
- Minimising the number of times customers need to disclose information about family violence.
- Sensitive claims handling for customers experiencing family violence and assessing for potential financial hardship.
- Referring customers to specialist family violence services when appropriate.
- Supporting employees who are affected by family violence or experience vicarious trauma after assisting customers affected by family violence.

Members of the Insurance Champions of Change have implemented these requirements and additionally, have taken steps to provide further support to customers including:

- Partnering with community organisations to facilitate referrals to specialist trauma counselling and support.
- Establishing referral processes for customers experiencing hardship or vulnerability, including escalating claims to specialised care advisors to provide additional support during the claims process.
- Setting up internal networks such as First Responder and systems to assist in early recognition of family violence.
- Reviewing web traffic from customers on an organisation's web pages referring to family violence, to understand and improve visibility of the support that can be provided to customers impacted by family violence.

➡ Practical example:

Investing in prevention and response in the communities in which we work

Rio Tinto supports early intervention and prevention strategies, understanding that the crisis response and support of those who experience violence, whilst critical, on its own won't eliminate domestic and family violence. Since 2019, Rio Tinto has provided funding to support the **MenTER** program ("Men working towards equal relationships"), which is a family and domestic violence program aimed at behavioural change, run by **Challenge DV** (formerly Australia's CEO Challenge) and the Gladstone Women's Health Centre, in the Gladstone region. It is developed for men over 17 years of age who have used domestic and family violence in their intimate relationships. The aim of the program is to help men develop and maintain respectful attitudes and behaviours within their families and provides the opportunity for men to take responsibility for their use of abusive behaviours in intimate and family relationships.

➡ Practical example:

Promoting gender equality through sport

Carlton Respects is the flagship community program of the **Carlton Football Club** that aims to promote gender equality to prevent violence against women and has a vision to see an Australia free from violence against women.

The *Carlton Respects* initiative was formed in 2016 in response to the alarming statistics relating to domestic and family violence in our community. The initiative recognised the capacity of sport to influence, inform and shape attitudes about important issues, such as gender equality.

The initiative uses the colour orange as the key theme for the program recognising orange as the international colour for harmony.

With advice from **Our Watch** and adhering to the evidence-led framework of Change The Story, the initiative includes a schools education program, workplace charter and awareness raising campaigns running during the AFLW and AFL seasons, as well as during the 16 Days of Activism.

Since its inception, the initiative has educated more than 10,000 school students, generated more than 6 million impressions via awareness raising campaigns and resulted in 16 workplaces becoming involved in the workplace charter.

The Carlton Football Club has also ensured it has a strong internal focus on embedding gender equality within its own workplace through commitment to *Carlton Respects* and will continue to learn from the evidence base to guide messaging and strategy.

See What You Made Me Do is the kind of critical – and at times confronting – viewing for which SBS is known, tackling an important and challenging subject, with the aim of contributing to greater awareness and having a positive impact in our society.

James Taylor, Managing Director, SBS

➔ Practical example:

Increasing community awareness of domestic and family violence

SBS broadcasted *See What You Made Me Do* - a documentary exploring the complexities of domestic abuse and coercive control - during Domestic and Family Violence Prevention month in May 2021. Hosted by investigative journalist, Jess Hill, and produced in consultation with experts, the documentary series ignited an important national conversation, received positive reviews, generated a wave of online discussion and audience reaction, and reached 1.4 million Australians on television.

SBS engaged audiences across all its channels and platforms, delivering a slate of content in May 2021 to examine the important issue of domestic abuse in multiple languages and from a range of perspectives relevant to the many communities SBS serves.

The series was simulcast on SBS, NITV and SBS On Demand, available with subtitles in six languages, and audio described for vision-impaired audiences.

Across the SBS network, the series was supported by special episodes of Dateline, Insight, Living Black and The Feed, a powerful First Nations voices response program on NITV, We Say No More, and in-language explainer videos and discussion across SBS Radio, to delve more deeply into the topic. SBS Learn also partnered with the e-Safety Commissioner to create classroom resources around respectful relationships, extending the impact of the series.

The series, which broke records as the most viewed documentary on SBS On Demand to date, demonstrated SBS's ability to engage diverse audiences in issues confronting society, create a national conversation, and deliver meaningful impact.

3.3.6 Become open source by sharing your work on the issue and encourage others to take action

- Share resources, including policies and training, with others including clients, customers and suppliers.
- Embed into expectations of suppliers, providing the resources for them to deliver on this expectation.
- Ensure the global/regional workforce has same access to resources and supports as the Australian workforce.



Practical example:

CommBank and Our Watch partnered to create a workplace web hub

In 2020, **CommBank** partnered with **Our Watch** as part of their Next Chapter initiative to provide employers across Australia with access to free online resources to help support employees experiencing domestic and family violence including informative videos and links to additional resources to help organisations better understand the issues of domestic and family violence, its impacts on the community and how to address it in the workplace - <https://workplace.ourwatch.org.au/employee-support/>



3.3.7 Invest in the reduction of domestic and family violence

- Look for opportunities to contribute to the prevention and response to domestic and family violence through social impact initiatives like corporate giving of money, time, products and in-kind services.
- Apply a gender lens to procurement and investment decisions and processes, embedding these considerations into decision making processes such as assigning credit scores to organisations that have demonstrable commitment to increasing gender equality in their organisation and robust processes in place to address domestic and family violence as a workplace issue.



Practical example:

Supporting online training for Indigenous frontline domestic and family violence workers in regional and remote areas

The QBE Foundation Local Grants Program is QBE Foundation's flagship initiative enabling **QBE** to support community initiatives addressing specific areas of need.

In 2020 **Challenge DV** were awarded a grant to fund the development of an online training program for Indigenous front line domestic and family violence workers living in regional and remote areas. This group had highlighted the lack of access to professional development due to geographical, technical and financial barriers.

Partnering with front line workers, Challenge DV designed and developed the online trauma informed training focused specifically on domestic and family violence context, framed in a culturally appropriate manner in terms of content and delivery, and also speaks to the realities of working in remote communities.



Practical example:

Corporate giving

In 2020, **IAG**, via **NRMA Insurance**, made a \$2 million donation to **The Full Stop Foundation**, which raises funds to resource the work of Rape and Domestic Violence Services Australia. The \$2 million donation will help The Full Stop Foundation answer up to 8,000 phone calls through its crisis counselling service as well as provide funds to up to 50 organisations that provide critical services across Australia.



Practical example:

Supplier-multiplier initiative in the property industry

The **Property Champions of Change** collaborated on an initiative to drive gender equality through their supply chains by encouraging and supporting suppliers to reflect on and improve gender equality in their organisations. The Property Champions of Change created a set of guidelines for suppliers on their expectation for advancing gender equality including expectations for gender-balanced teams, reflection of gender equality standards in 'code of practice', and expectations for measurable action on gender representation, pay equity, enabling policies to promote gender diversity, and strategies to advance gender equality in their engagement with the Property Champion of Change on a project. It includes resources to support suppliers meet these expectations and improve gender balance in their organisations over time. Property Champions of Change are embedding these within their procurement policies and systems.

3.3.8 Regularly evaluate domestic and family violence policy application, experience and effectiveness

- Evaluate employee views and experience of equality and respect in the workplace.
- Seek feedback from people in your organisation with lived experience on their experience of support and opportunities for improvement.
- Survey employees to gauge awareness of policy and supports available, and gain feedback on existing response for continuous quality improvement.
- Consult experts/sector to regularly review policies, processes and practice and identify opportunities for continual improvement.



Practical example:

External review of policies, processes and practice

In 2021 **QBE** reviewed its Family Domestic Violence Policy for the third time. By partnering with subject matter experts, QBE have ensured their policies and workplace response reflect current practice and terminology which is an important marker to a person seeking support or considering speaking up of the organisation's understanding and commitment to family domestic violence. In this review key questions within the response framework have been updated in addition to policy framing and language.

Taking action in your workplace to respond to domestic and family violence could be one of the most important things you do. You will be investing in the productivity and wellbeing of your staff, the positive reputation of your organisation and a safe future for all those affected by domestic and family violence.

Jan Breckenridge, Co-Convenor, UNSW Gendered Violence Research Network

Sample policy

Note: Ensure referral pathways, including 'dial 000 in case of emergency', and a 'quick exit' button are included prominently on the webpage featuring the policy and any other information on domestic and family violence.

Background

1. Purpose

- 1.1. [Organisation] recognises that domestic and family violence may seriously impact an individual, their family and the workplace, and has impacts right throughout the community.
- 1.2. The purpose of this policy is to support a workplace where all employees feel safe, supported and able to fully participate in their duties.
- 1.3. [Organisation] is committed to providing support to employees and their family members, who may be impacted by domestic and family violence.
- 1.4. [Organisation] is determined to:
 - Provide a safe and supportive workplace for employees experiencing domestic and family violence to seek help and support and to disclose their experiences without the risk of judgment, discrimination, or victimisation or a breach of privacy.
 - Provide assistance to employees who self-disclose their use of, or risk of using, domestic and family violence to change their behaviour, while making clear that the use of domestic and family violence will not be tolerated at [Organisation], and that use of violent or aggressive behaviour in the workplace will result in appropriate disciplinary action.

2. Policy Scope

- 2.1. This policy covers all employees and contractors.
- 2.2. The intention of this policy is to encourage employees to seek support from [Organisation] if the employee is impacted domestic and family violence including:
 - Employees experiencing domestic and family violence or the ongoing impacts of domestic and family violence.
 - Employees supporting a friend or family member experiencing domestic and family violence.
 - Employees who are using domestic and family violence.
- 2.3. This policy is complemented by other relevant policies including [insert relevant policies including IT, security, bullying, sexual harassment, work health and safety policy, flexible work, mental health and wellbeing].

3. What is Domestic and Family Violence?

- 3.1. Domestic and family violence means violent, threatening or other abusive behaviour by a current or former family member of an employee (including de facto and married relationships, household members, previous partners, same sex relationships, carers or support workers, and parents and children) that seeks to coerce or control the employee and which causes them harm or to be fearful for their wellbeing/safety or the wellbeing/safety of others within their care (children, elderly, carers etc). A family member can also mean a person related to the employee according to Aboriginal or Torres Strait Islander kinship rules.

- 3.2. Domestic and family violence may include verbal, physical, emotional/psychological, sexual, economic and financial, coercive control, child, elder and animal abuse, and faith-based or spiritual abuse. It can be perpetrated through technology including phone, email, social media, electronic transactions, cameras and tracking devices.
- 3.3. [Organisation] recognises that domestic and family violence is largely a gendered issue and understands the unique challenges faced by the diversity of our employees where abuse may also include behaviour such as withholding medication or threatening to out someone's sexual orientation to their family, friends or work colleagues. Behaviour may constitute domestic and family violence, even if that behaviour would not constitute a criminal offence.
- 3.4. [Organisation] recognises there may be employees experiencing or at risk of domestic and family violence and employees who use domestic and family violence.
- 3.5. [Organisation] recognises that domestic and family violence can impact anyone regardless of their gender, age, sexual orientation, cultural and linguistic background, or socio-economic status, and is committed to support all employees impacted by domestic and family violence.

Employees who experience domestic and family violence or are supporting a family member or friend experiencing domestic and family violence

4. Leave

4.1. Leave available

- [Organisation] will provide paid leave to employees who are experiencing domestic and family violence to support any needs that arise from experiencing domestic and family violence where possible, including: time off work for medical or legal assistance; court appearances; counselling; relocation; to make other safety arrangements; or undertake any other activities relating to domestic and family violence. The amount of leave will be determined in consultation with the employee based on their needs and circumstances.
- Domestic and family violence leave can be taken as partial or full days as necessary.
- [Organisation] will also provide [10] days paid leave per annum to employees who are supporting a family member or family/friend who is experiencing domestic and family violence.
- Domestic and family violence leave is provided in addition to ordinary annual, personal and unpaid leave entitlements, and is paid as a continuation of an employee's ordinary pay.
- Domestic and family violence leave does not accrue progressively and is not paid out on termination of employment.

4.2. Process

- It is an expectation that leaders work with the employee to understand the time off required and apply the leave flexibly. It is an expectation of the impacted employee to keep their leader abreast of their circumstances, including the estimated amount of time away from work required.
- The amount of paid leave is determined on a case-by-case basis, in conjunction with the employee and the employee's leader, and in consultation with [Domestic Violence Contact Officer or equivalent].

5. Financial Assistance

- 5.1. Where possible, [Organisation] will provide financial assistance and/or a reimbursement of funds expended for emergency financial management advice to an employee experiencing financial hardship due to experiencing domestic and family violence.
- 5.2. Financial assistance may include one-off payment of \$[dollar amount], advanced payment of salary and/or bonus, providing temporary accommodation for up to [insert] weeks, emergency pre-paid mobile phone, payment of costs associated with relocation, pre-paid gift/credit cards. It may also include covering the costs of seeking a financial adviser.
- 5.3. Requests for financial assistance can be made through [contact].

6. Flexible Working

- 6.1. [Organisation] will support any request from an employee experiencing domestic and family violence, or an employee who is caring for or supporting an immediate family or family/friend who requires care or support because of domestic and family violence, to provide temporary or ongoing changes to their ways of working which may include:
 - Working at home or another location outside their usual workplace, where safe to do so – permanently, temporarily, regularly or ad hoc arrangements, or from the usual workplace where working at home or elsewhere is unsafe.
 - Working part time or job sharing.
 - Flexible start and finish times.
 - Varied hours of work.
 - Compressing full time or part time hours into a shorter duration.
 - Accruing paid time off instead of receiving overtime payments [if entitled].
 - Relocation of workplace, flexible location of work, or regularity of attendance at an office.
 - Changes to work contact details, such as telephone number or email address, including diverting or blocking emails to the employee's company email address and/or updating the employee's work phone number.
 - Other - negotiated on a case by case basis.

7. Support and Safety Planning

- 7.1. Employees are encouraged to discuss their safety needs with their [leader]. If employees are uncomfortable speaking with their manager about support options, they can seek advice and assistance from [the Family Violence Contact Officer] or [contact]. All human resources staff and line managers will receive appropriate training in relation to domestic and family violence.
- 7.2. In consultation with the employee, a workplace support and safety plan can be established for an employee experiencing domestic and family violence with consideration to temporary or ongoing changes to the employee's working hours, work location, safety escorts, car parking arrangements, job redesign, email and telephone details, bank details, contact and emergency contact details, check-in procedures when working from home, and any other appropriate measures including those available under existing provisions for flexible work arrangements.

Any changes to an employee's role will be reviewed at agreed periods. [Family Violence Contact Officers] will work together with the employee and manager to establish an appropriate support plan.

- 7.3. Any requirements of an injunction order, restraining order, and/ or family violence intervention order which may impact an employee's work at [Organisation] should be advised to [the Family Violence Contact Officer and manager], who may liaise with [the Director of Security] to assist with ensuring these requirements are met. These matters will be handled on a case-by-case basis to ensure confidentiality.

Employees who use or may be using domestic and family violence

8. Domestic and Family Violence in the Workplace

- 8.1. [Organisation] is clear that violence and abuse is unacceptable and employees who use domestic and family violence are responsible for their behaviour.
- 8.2. There may also be instances where users of violence are using [Organisation] resources or time to perpetuate abuse towards others. Examples of this include: emailing, phoning or texting a partner whilst at work; using workplace IT systems to access private information about someone; acting abusively towards other employees or clients; manipulating pay or roster systems to find out sensitive information; exhibiting high levels of aggression following personal phone calls; making inappropriate jokes or comments that belittles the person experiencing violence. These behaviours may be triggering or distressing for others in the workplace who may overhear conversations, be offended by inappropriate comments made or be concerned for the safety of themselves or another person.
- 8.3. It is never acceptable to use the workplace or workplace resources to be abusive to those within or outside the workplace and employees who use domestic and family violence are responsible for their behaviour. Our responses will be tailored to the individual circumstances of each matter.
- 8.4. [Organisation] will manage any workplace impact of an employee who is using domestic and family violence such as poor attendance, performance and misuse of workplace time and resources. We will enforce any safety measures required to protect our staff and members of the public. Our responses will be tailored to the individual circumstances of each matter.
- 8.5. Where both parties are [Organisation] employees, the focus will be on the safety of the individual experiencing domestic and family violence. Decisions on responding to the user of violence or abuse will need to be made with the full involvement of the person experiencing violence where possible and/or their specialist support service worker, where they consent to this, to avoid any potential unintended risks or impacts on them.
- 8.6. [Organisation] recognises that by supporting employees to develop more respectful relationships, we are playing our part in whole-of-community action to prevent harm and to create a society in which violence has no place.

9. Referral Pathways and Assistance

- 9.1. Where appropriate, [Organisation] will provide opportunities to assist employees to stop their use of violence and abuse and change their behaviour.
- 9.2. [Organisation] can offer the support of referral pathways to specialist services to employees who are engaging in violent or other behaviours that constitute domestic or family violence.

10. Leave

10.1. Leave available

- An employee who has self-disclosed that they are using violence and abuse against an (ex) partner or member of their family will have access to limited paid leave for the purpose of changing their behaviour to stop using violence and abuse.
- Paid leave is only available to those staff attending an assessment session for an accredited domestic and family violence behaviour change program, to attend an accredited domestic and family violence behaviour change program, and any individual counselling sessions associated with an accredited domestic and family violence behaviour change program. Leave may also be required to make safety arrangements (such as moving out of the family home).
- Paid leave under this policy is not available to defend allegations in criminal matters, hearings associated with restraining orders or protection orders (as examples). Employees may use other accrued and available leave (such as annual leave) in these circumstances.
- Leave does not accrue progressively and is not paid out on termination of employment.

10.2. Process

- Access to leave will be assessed on a case-by-case basis. It is an expectation of the employee to keep their leader abreast of their circumstances, including the estimated amount of time away from work required.
- Employees will be required to produce supporting documentation to support the request for leave for the purpose of changing their behaviour to stop using violence and abuse.
- It is an expectation that if the employee using violence (or at risk of doing so) is accessing leave and/or accommodation provisions under this Policy, that they also engage with the appropriate external specialist support services.

11. Flexible Work Arrangements

- 11.1. Flexible work arrangements are available to employees who use domestic violence and can be tailored to support engagement with specialist services for the purpose of changing their behaviour to stop using violence and abuse.

12. Financial Assistance

- 12.1. [Organisation] may provide temporary accommodation to an employee using violence and abuse for the safety and wellbeing of their family. For example, an employee who self-discloses that they have or are at risk of using violence or abuse against their family may want to remove themselves from the family home to keep their family safe. However, it is an expectation that if the employee using violence (or at risk of doing so) will engage with the appropriate external specialist support services.

13. Disciplinary Action

- 13.1. [Organisation] will manage any workplace impact of an employee who is using domestic and family violence such as poor attendance, performance and misuse of workplace time and resources.
- 13.2. [Organisation] will take any other reasonable measures to ensure the safety of other employees, clients, customers or contractors if it is determined that they may be at risk of harm.

Approach

14. Privacy

- 14.1. Information or records concerning matters of domestic and family violence will be treated sensitively and your privacy will be respected.
- 14.2. There may be exceptional circumstances or times where it is imperative to disclose in order to maintain the safety of the staff member and/or other staff. In these circumstances, disclosure of the situation will be kept to a minimum and strictly 'needs to know' basis.
- 14.3. [Organisation] will seek to gain the consent from an employee to discuss their experiences and needs. Information will only be disclosed (subject to privacy laws), with the consent of the person impacted by domestic and family violence, or in exceptional circumstances, if required by law or to maintain the safety of the employee or any other employees, clients or customers of [Organisation].
- 14.4. [Organisation] will not require an employee to disclose any matters of domestic and family violence to their [People Leader/Manager] and instead may choose to discuss with [contact].

15. Anti-Discrimination

- 15.1. [Organisation] will not discriminate against an employee who has experienced domestic and family violence, in terms of their existing employment, career development or for any other reason.
- 15.2. While [Organisation] will not discriminate against an employee who has self-disclosed that they use domestic and family violence, all employees must behave in accordance with [Organisation]'s code of conduct and policies dealing with workplace behaviour and security. Use of [Organisation] resources to encourage, support or perpetrate domestic and family violence is not acceptable and will likely result in disciplinary action, a breach of the employee code of conduct, and/or termination, and may be reported to relevant authorities.

16. Referral Pathways and Employee Assistance Program

- 16.1. An Employee Assistance Program (EAP) is provided by [contact], (with a dedicated domestic and family violence line). Counselling is completely confidential and provided by professional counsellors specialising in domestic and family violence. [Name] can be contacted 24 hours a day, 7 days a week on [phone].
- 16.2. An additional list of referral pathways and external, confidential counselling services is available here [insert].

Support for responding to disclosures

Include a guide for responding to disclosures in your policy. Example are provided above at section 4.2.5.

Terminology

This resource draws on the expertise of many individuals and organisation across the domestic and family violence sector and terminology can vary by state and territory. The following glossary defines the terminology used in this document.

Domestic violence (also known as intimate partner violence)

Domestic violence refers to violence, abuse, coercion and intimidation between people who are currently or have previously been in an intimate relationship. Those who use domestic violence seek to control and dominate the other person by using behaviour such as physical, sexual, emotional, social, verbal, spiritual and economic abuse (including through technology). This causes fear, psychological harm and/or physical harm.

Family violence

Family violence refers to violence, abuse, coercion and intimidation between family members (for example children, siblings and parents) as well as intimate partners. Those who use family violence do so to control and dominate the other person. This causes fear, psychological harm and/or physical harm.

Family violence is often the preferred term for violence between Aboriginal and Torres Strait Islander people, as it covers the extended family and kinship relationships in which violence may occur.

Person who uses domestic and family violence

A person who uses domestic and family violence describes someone who is, or may be, using violence and abuse in their relationship with their (ex) partner or members of their family (domestic and/or family violence). The person who uses domestic and family violence is often referred to as the 'perpetrator' in other documents and so this terminology is used occasionally in this Toolkit.

Person who has experienced domestic and family violence

A person who has experienced domestic and family violence refers to someone that experiences domestic and family violence (i.e. victim/survivor of domestic and family violence). At times in this document, the term (ex) partner is used to refer to the person who has experienced domestic and family violence; however, there are many other relationships that can experience domestic and family violence including parent/child, siblings and carers of people with disability.

Person affected by domestic and family violence

A person affected by domestic and family violence refers to someone that experiences the negative impacts of domestic and family violence and will include the person directly experiencing the domestic and family violence (i.e. victim/survivor) and may also include their family and friends, or other members of their household, who are providing support to them.

Violence against women

Violence against women is any act of gender-based violence that causes or could cause physical, sexual or psychological harm or suffering to women. This includes threats of harm or coercion and can occur in public or in private life. While violence against women often occurs in a family or relationship context, violence against women is broader than what is covered by the term, family violence, as it includes, for example, neighbour, colleague or acquaintance.

Employee

Employee is used to refer to people working in a traditional employment relationship. Much of the context of this Toolkit may be applicable to people working outside the traditional employment relationship such as contractors. Seek legal advice on the application of the Toolkit to other workers.

Workplace

The workplace includes any place where work is carried out (e.g. office, site, factory or shop) including the home, should the employee work from home.

Employer

Employer is used to describe both the organisation that employs people and has responsibility for work, health and safety, as well as the leaders that have responsibility for workplace safety and culture.

Vicarious trauma, compassion fatigue and burnout of co-workers and managers*

Vicarious trauma defines the range of cumulative and harmful effects on an individual who has been exposed to and has empathically engaged with other people's trauma and can manifest to the point that the individual's worldview is profoundly and permanently altered. Compassion fatigue has a cumulative effect generally occurring through regular hearing or witnessing traumatic stories, leading to a reduction in interest and wearing down of capacity to empathise with the suffering of others. Burnout is generally more prevalent in professions engaging in therapeutic settings with difficult clients, though also needs to be a consideration in workplaces where managers or staff are dealing regularly with employees experiencing or using violence. Burnout can result in detachment, depersonalisation and reduced sense of accomplishment and/or commitment to a job.

A domestic violence intervention order

A domestic violence intervention order (known by different names in each state and territory) is an order to protect people experiencing domestic violence when they are fearful of future violence or threats to their safety. The orders are granted by a court upon application from a person experiencing violence or the police. The terms of the order will depend on the circumstances but will usually include a workplace condition, for example, prohibiting the perpetrator from approaching within a certain distance of the place of work of the victim/survivor.

* WIRE Women's Information and Referral Exchange, <https://www.wire.org.au/>



About Champions of Change Coalition

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

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