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GBV IN BANKING EARNING PROGRAMME TRAINING MANUAL – INTRODUCTION

WELCOME TO THE GBV IN BANKING EARNING SERIES

You are about to embark on a transformative learning journey designed specifically for banking professionals working in South Africa's diverse and dynamic financial sector. This 12-module programme has been developed in partnership between Drilldown Reports and Impilo NPC to equip you with the knowledge, practical skills, cultural competence and leadership mindset needed to prevent, recognise, respond to and sustainably address gender-based violence (GBV) in the workplace.

WHY THIS PROGRAMME MATTERS

Gender-based violence remains one of the most pressing human rights and development challenges in South Africa. It affects employees across every cultural group: Zulu, Xhosa, Basotho, Venda, Ndebele, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured, Khoisan and others, as well as staff living with disabilities, LGBTI colleagues and older employees. In the banking sector, GBV does not stay at home; it impacts productivity, absenteeism, decision-making, client service, team cohesion and organisational reputation.

At the same time, South African banks operate within a strong regulatory and governance environment. The National Strategic Plan on Gender-Based Violence and Femicide (NSP GBVF 2020–2030), King V, the Prudential Authority's directives, the Employment Equity Act, the Code of Good Practice on Harassment, and emerging ESG expectations all require financial institutions to treat GBV as a material risk that must be prevented, managed and reported on with accountability and care.

This programme responds directly to these imperatives. It moves beyond awareness-raising to build genuine organisational capability, from foundational understanding through to strategic leadership and sustainable systems change.

PROGRAMME STRUCTURE AND LEARNING JOURNEY

The programme follows a carefully scaffolded progression aligned with constructive alignment and Bloom's taxonomy. You will move from foundational knowledge to complex application, analysis and leadership action:

- **Modules 1–3** establish the foundations: cultural contexts, prevalence and business impacts, root causes and organisational frameworks.
- **Modules 4–6** deepen understanding of specific forms of GBV affecting vulnerable groups, historical and legal frameworks, and core guiding principles (survivor-centred, rights-based, culturally respectful, trauma-informed).
- **Modules 7–9** focus on practical action: prevention strategies, multi-sectoral and health/psychosocial response, and full case management processes.
- **Modules 10–11** build organisational capability: information management, monitoring & evaluation, coordination structures, mainstreaming across operations, emergency/business continuity planning, PSEA and MISP integration.
- **Module 12** (the capstone) develops sustainable leadership: women's empowerment and gender mainstreaming, advocacy aligned with the National GBVF Plan, staff care and resilience (including mindfulness, CBT and NLP), hybrid/remote service models, and evidence-based programme design with quality assurance.

Each module contains 3 to 11 short, professionally produced videos (approximately 5 minutes each). All essential learner content lives in the videos. The accompanying training manual chapters provide structured learning objectives, duration guidance, lesson outlines, instructional strategies, practical activities, assessments and memorable takeaways.

OUR APPROACH

This programme is intentionally:

- **Culturally responsive:** deeply rooted in South African realities, ubuntu values, and respectful engagement with diverse traditions, family structures, ancestral beliefs and traditional leadership.
- **Survivor-centred and trauma-informed:** every module prioritises safety, dignity, choice and confidentiality.
- **Practical and workplace-focused:** scenarios, tools and actions are designed for real banking environments (branches, head offices, hybrid and remote settings).
- **Accessible:** short sentences, icon-supported visuals, repetition of core messages and low-literacy adaptations ensure the content reaches every colleague.
- **Evidence-based and sustainable:** aligned with King V, Prudential Authority requirements, ESG frameworks and the NSP GBVF, with strong emphasis on measurable outcomes, quality assurance and long-term organisational change.
- **Integrative:** weaves together modern clinical and psychosocial approaches with traditional healing wisdom, CBT, mindfulness and NLP techniques for personal and team resilience.

HOW TO USE THIS TRAINING MANUAL

Each module chapter follows a consistent, easy-to-navigate structure:

- Module description and rationale
- Clear, measurable learning objectives
- Estimated duration with detailed breakdown
- Prerequisite knowledge
- Lesson-by-lesson content outline tied to the videos
- Instructional strategies and learner activities
- Key resources and job aids
- Formative and summative assessments
- Summary and memorable takeaway

Use the manual alongside the videos. Complete the reflective activities and practical tasks. Discuss findings with colleagues. Apply what you learn in your daily work.

OUR COMMITMENT TO YOU

By the end of this programme, you will be able to protect colleagues, prevent harm, respond effectively and compassionately, coordinate across teams and sectors, mainstream GBV considerations into everyday operations, and provide sustainable leadership that honours both professional standards and South African cultural values.

Thank you for choosing to be part of the solution. Your commitment strengthens not only your bank but the entire financial sector and the communities we serve.

Together, we are building banking workplaces where every South African colleague, regardless of background, role or location, can work with dignity, safety and the confidence to thrive.

Welcome to the GBV in Banking eLearning Programme.

Let us begin.



MODULE 1: FOUNDATIONS OF GENDER-BASED VIOLENCE IN SOUTH AFRICAN CULTURAL CONTEXTS

6 Video Lessons | ~30 minutes total learner engagement

MODULE DESCRIPTION

This foundational module introduces gender-based violence (GBV) within South Africa's vibrant banking sector and its rich multicultural contexts. Learners explore how GBV manifests in corporate and hybrid work environments, its precise definitions under the National Strategic Plan on Gender-Based Violence and Femicide (NSP on GBVF), and the critical distinction between biological sex and socially constructed gender roles. The module examines common myths across Zulu, Xhosa, Basotho, Indian South African, Cape Malay, Afrikaner, Khoisan and other heritages, analyses power dynamics and consent principles (including in traditional practices), and presents the latest prevalence statistics and business impacts.

Grounded in ubuntu values and aligned with the Code of Good Practice on the Prevention and Elimination of Harassment, the Domestic Violence Act, Employment Equity Act, King IV, and ESG compliance requirements, this module equips every banking professional – tellers, analysts, managers, HR and compliance staff – with the awareness, language and practical tools to recognise early signs, challenge harmful norms respectfully, support colleagues safely, and contribute to productive, inclusive workplaces. Cognitive Behavioural Therapy (CBT) reframing, mindfulness and positive bystander techniques are introduced as practical resilience tools. All essential learner content is delivered through six engaging 5-minute videos featuring diverse South African banking professionals in realistic office and hybrid settings.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Define gender-based violence (GBV) and related concepts (VAWG, intimate partner violence, domestic violence, workplace sexual harassment) in alignment with South Africa's NSP on GBVF, the Code of Good Practice on Harassment, and corporate banking policies.
2. Distinguish biological sex from socially constructed gender roles and explain how cultural traditions (Zulu, Xhosa, Basotho and others) intersect with professional merit-based banking environments without compromising equity, consent or ubuntu dignity.
3. Identify and debunk at least five common myths and misconceptions about GBV across diverse South African cultural contexts, articulating their negative impact on workplace productivity, disclosures, team dynamics and legal compliance.
4. Analyse power dynamics, subtle and overt use of force (including coercive control and digital harassment), and the core principles of consent (clear, ongoing, enthusiastic, withdrawable) in both workplace interactions and traditional practices, applying this understanding to hybrid/remote banking settings.
5. Interpret key national statistics on GBV prevalence and economic cost in South Africa's diverse communities and articulate the direct business case for GBV-responsive practices in banking (productivity, absenteeism, ESG reporting, King IV governance and Employment Equity obligations).

6. Apply foundational CBT reframing, mindfulness and positive bystander techniques to challenge unhelpful thoughts, respond supportively to colleagues, and model consent and respect in daily interactions across cultural backgrounds.

PREREQUISITE KNOWLEDGE

No prior GBV training is required. This is the foundational module of the 12-module programme. Learners benefit from basic familiarity with their bank's code of conduct, HR policies or ESG commitments, but all essential definitions, legal references and practical guidance are self-contained within the six videos. The module is designed for diverse audiences including those with varying literacy levels through clear narration, icon-supported visuals and culturally respectful storytelling.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single 5-minute video. Videos employ warm, conversational “you” language, empathetic colleague tone, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette with neutral white backgrounds, sparse warm orange accents, and tasteful integration of cultural motifs (Zulu beadwork, Basotho blanket patterns, Ndebele geometry, Xhosa symbols). Fictional bank branding (Unity Finance, Peace Bank, Ubuntu Bank, Truth Bank) is used illustratively.

LESSON 1 – VIDEO 1: INTRODUCTION TO GENDER-BASED VIOLENCE IN BANKING AND SOUTH AFRICAN CULTURES

Focus: Sets the scene across Johannesburg, Cape Town and Durban branches. Introduces how subtle comments rooted in outdated norms affect wellbeing and productivity. Links GBV awareness to ESG compliance, NSP on GBVF, King IV, Employment Equity and the Code of Good Practice. Celebrates ubuntu strengths while introducing CBT reframing as a practical tool. Ends with clear call to action and teaser for the module.

LESSON 2 – VIDEO 2: DEFINING GBV AND RELATED CONCEPTS IN THE CORPORATE AND MULTICULTURAL CONTEXT

Focus: Provides precise definition of GBV (physical, sexual, economic, psychological harm based on gender) per NSP on GBVF. Covers related concepts (VAWG, intimate partner violence, domestic violence, workplace harassment). Explains legal duties under the Code of Good Practice, Domestic Violence Act and Employment Equity Act. Addresses multicultural nuances while upholding zero-tolerance corporate standards and consent principles.

LESSON 3 – VIDEO 3: SEX VS GENDER IN PROFESSIONAL AND CULTURAL SETTINGS – ZULU, XHOSA, BASOTHO

Focus: Clearly distinguishes biological sex (chromosomes, anatomy) from gender (social and cultural roles). Uses respectful examples from Zulu warrior traditions and Reed Dance, Xhosa ulwaluko and intonjane, and Basotho socialisation. Demonstrates how banking must remain merit-based and free from stereotype-driven bias in promotions, performance reviews and hybrid team dynamics. Reinforces Employment Equity and King IV alignment.

LESSON 4 – VIDEO 4: MYTHS AND MISCONCEPTIONS ABOUT GBV ACROSS SOUTH AFRICAN CULTURES

Focus: Debunks five prevalent myths: (1) GBV is only physical; (2) it is a private family matter; (3) victims can simply leave; (4) it only affects certain cultures or poor communities; (5) men cannot be victims. Uses culturally diverse scenarios (Zulu, Xhosa, Basotho, Indian South African, Cape Malay, Afrikaner, Khoisan)

and shows direct workplace impacts on productivity, absenteeism and disclosures. Introduces CBT thought-challenging technique.

LESSON 5 – VIDEO 5: POWER DYNAMICS, USE OF FORCE AND CONSENT AT WORK AND IN TRADITIONAL PRACTICES

Focus: Explores power imbalances (manager–staff, senior–junior, hybrid/remote). Defines consent as clear, ongoing, enthusiastic and withdrawable at any time. Addresses coercive control, digital demands and late-night calls. Contrasts respectful hierarchy in Zulu, Xhosa and Basotho traditions with professional zero-tolerance standards. Covers safe reporting mechanisms, bystander intervention and leader modelling of consent.

LESSON 6 – VIDEO 6: SCOPE OF THE PROBLEM AND STATISTICS IN SOUTH AFRICA’S DIVERSE COMMUNITIES

Focus: Presents key statistics: 35.5% of SA women (18+) have experienced physical or sexual violence (HSRC); higher rates among Black African women (37.9%); intimate partner violence affects 24%; only 1 in 23 cases reported; economic cost R28–42 billion annually (0.9–1.3% of GDP). Links directly to banking impacts (lost productivity, absenteeism, ESG/King IV compliance). Ecological framework shows cultural norms + modern pressures. Strong call to culturally sensitive action and safe disclosure.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Six professionally produced 5-minute videos with warm, empathetic narration in “you” language.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic Johannesburg, Cape Town, Durban and hybrid settings.
- Embedded simple animated graphics: balance scales (power), four harm-type icons, myth/fact cross-outs, ecological tree, consent flow-charts, CBT thought-bubble reframes, mindfulness breathing guides.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents for emphasis and hope. Cultural motifs integrated respectfully and non-graphically.

Collaborative or Reflective (Individual or Facilitated)

- After each video: 2–3 minute guided CBT journal prompt (e.g., “Identify one automatic thought you have noticed in your branch or team and reframe it using the video guidance”).
- “Notice and Note” daily micro-observation: learners observe one interaction and record using the lens of the lesson (power, consent, myth, cultural strength).
- For facilitated or team sessions: short discussion circle – “How does ubuntu guide our response to GBV in our specific branch or team culture?”
- Mindfulness breathing anchor integrated at end of Videos to support emotional regulation before action.

Visual / Pictorial & Low-Literacy Adaptations

- Short sentences, repetition of core messages, warm conversational tone.

- Cultural visuals are respectful, empowering and non-graphic (beadwork, blanket patterns, symbolic illustrations).
- Consistent visual language and colour palette reduce cognitive load and aid navigation for all learners, including those in rural-linked or hybrid roles.

ASSESSMENTS / KNOWLEDGE CHECKS

Formative (Integrated)

- Pre/post confidence check slider: “How confident do you feel recognising and responding to GBV signs in your team?” (1–5 scale).
- Reflection questions with model answers (e.g., “Describe one way power dynamics might appear in hybrid work and one appropriate response”).

SUMMARY & KEY TAKEAWAYS

Core Messages:

- GBV is any act causing or likely to cause physical, sexual, economic or psychological harm based on gender. It has no place in banking and violates the NSP on GBVF, Code of Good Practice on Harassment, Domestic Violence Act and Employment Equity obligations.
- Sex is biological; gender is socially and culturally assigned roles. In banking we choose merit, equity and consent over stereotypes – across every South African heritage.
- Myths such as “it’s only physical”, “it’s private”, “victims can just leave” or “it doesn’t affect my culture” harm colleagues, reduce productivity and block disclosures. Challenge them with facts and empathy.
- Consent must be clear, ongoing, enthusiastic and freely withdrawable. Power imbalances (including subtle digital or hybrid forms) require constant vigilance and leader modelling.
- GBV affects 35.5%+ of South African women (higher in some communities), costs the economy R28–42 billion yearly, and directly damages banking productivity, retention and ESG/King IV performance. Early recognition and safe support protect everyone.
- You already have tools: use CBT to reframe unhelpful thoughts, practise mindfulness, be a positive bystander, report safely through internal channels, and model respect. Your daily actions strengthen our diverse banking teams and the communities we serve.

MEMORABLE TAKEAWAY

“In our banking family, ubuntu means seeing the whole person – their culture, their struggles, their strength – and choosing consent, respect and courageous action every single day. GBV ends where awareness and ubuntu begin.”

Next Step: Upon successful completion of Module 1, learners proceed to Module 2 – Prevalence, Types and Impacts of GBV on Banking Employees Across Cultures. The six videos of Module 1 have laid the essential foundation; subsequent modules build directly on these concepts with deeper application to specific banking roles and support systems.

MODULE 2: PREVALENCE, TYPES AND IMPACTS OF GBV ON BANKING EMPLOYEES ACROSS CULTURES

11 Video Lessons | ~55 minutes total learner engagement

MODULE DESCRIPTION

This module builds directly on the foundational concepts from Module 1 by providing a detailed examination of the prevalence, specific types and real-world business impacts of gender-based violence on banking employees across South Africa's diverse cultural landscape. Learners explore global and local epidemiology, the full spectrum of GBV manifestations (physical, sexual, emotional, economic, digital, coercive control, gaslighting, intimate partner violence, domestic violence, survival sex, economic coercion, conflict-related sexual violence, child marriage implications and human trafficking linkages), and how these intersect with Zulu, Xhosa, Basotho, Venda, Indian South African, Coloured, Afrikaner, Cape Malay and Khoisan contexts.

The module quantifies the direct costs to banking operations, lost productivity, presenteeism, absenteeism, higher error rates, turnover, medical aid claims and ESG/King IV compliance risks, while highlighting protective cultural strengths such as ubuntu, communal care and resilience. CBT reframing, mindfulness and practical bystander techniques are reinforced throughout. All essential content is delivered through eleven engaging 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's signature warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Describe the global and South African prevalence of GBV (including VAWG) and its specific manifestations across banking workplaces and diverse cultural communities (Zulu, Xhosa, Basotho, Venda, Indian, Coloured, Afrikaner, Cape Malay, Khoisan).
2. Differentiate and provide workplace examples of the major types of GBV (physical, sexual, emotional/psychological, economic, digital/tech-facilitated, coercive control, gaslighting, intimate partner violence, domestic violence, survival sex/economic coercion, conflict-related sexual violence) and their intersections with traditional practices.
3. Analyse the drivers (harmful gender norms, economic stress, intergenerational trauma, technology amplification, cultural expectations) and quantify the business impacts of GBV on individual performance, team dynamics, productivity, absenteeism, presenteeism, turnover and ESG/King IV/Employment Equity compliance in banking.
4. Evaluate how GBV affects employees differently across cultural groups while identifying protective cultural strengths (ubuntu, communal care, resilience) that can be mobilised for prevention and support in the workplace.
5. Apply CBT reframing, mindfulness and culturally sensitive bystander techniques to respond professionally and supportively when signs of GBV (including digital harassment, coercive control or trafficking indicators) appear in colleagues.
6. Demonstrate practical actions (private empathetic check-ins, signposting to confidential EAP/helplines/domestic violence leave, familiarity with bank policies and national hotlines) that protect both colleague wellbeing and overall banking performance.

PREREQUISITE KNOWLEDGE

Successful completion of Module 1 (Foundations of GBV in South African Cultural Contexts) is strongly recommended. Learners should already be familiar with core definitions, the distinction between sex and gender, common myths, power dynamics/consent principles, and basic CBT reframing techniques. All new content on specific types, prevalence data and business impacts is self-contained within the eleven videos.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme's signature style: warm conversational "you" narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding varies across videos for illustrative purposes (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank, Harmony Bank, Resilience Capital, Trinity Finance, Fortress Trust Bank, Guardian Vault Bank, Sanctuary Savings Bank).

LESSON 1 – VIDEO 1: GLOBAL AND LOCAL EPIDEMIOLOGY OF GBV AFFECTING THE FINANCIAL SECTOR AND CULTURAL GROUPS

Focus: Presents global (1 in 3 women) and South African statistics (over 1 in 3 women physical violence; 1 in 4 intimate partner violence; 2.1 million sexual violence; 7.3 million physical violence), with specific data for employed women in banking (24.6% partner violence). Links directly to productivity losses, FSCA targets and ESG compliance across Zulu, Xhosa, Basotho and all cultural groups.

LESSON 2 – VIDEO 2: PREVALENCE AND TYPES OF GBV IN CORPORATE ENVIRONMENTS AND TRADITIONAL SOCIETIES

Focus: Details prevalence in corporate SA banking and traditional societies. Covers physical, emotional, sexual, economic and digital forms; ukuthwala and early unions in some Xhosa/Zulu communities; technology-enabled GBV in hybrid work; higher rates among 18–34 finance employees; and how these erode trust, collaboration and King IV compliance.

LESSON 3 – VIDEO 3: DRIVERS, EXTENT AND IMPACT OF VAWG ON WORKFORCE PRODUCTIVITY IN ZULU, XHOSA AND OTHER GROUPS

Focus: Examines drivers (harmful gender norms, unequal power, economic stress, alcohol misuse, intergenerational trauma) and extent (over 40% of women in many provinces affected). Quantifies impacts: absenteeism (missed compliance deadlines), presenteeism (reduced accuracy), delayed reports, higher medical/turnover costs, eroded confidence and innovation. Highlights positive ubuntu counter-drivers.

LESSON 4 – VIDEO 4: INTIMATE PARTNER VIOLENCE AND ABUSE AFFECTING STAFF PERFORMANCE ACROSS CULTURES

Focus: Explores how IPV (physical, emotional, sexual, economic abuse) manifests across Zulu/Xhosa (controlling behaviours justified by family roles), Indian/Coloured/Afrikaner/Basotho (hidden behind family privacy norms) communities. Shows workplace signs: late arrivals, sick leave, concentration difficulties, emotional drain, fear of escalation. Emphasises early recognition and culturally sensitive response.

LESSON 5 – VIDEO 5: COERCIVE CONTROL AND GASLIGHTING IN PROFESSIONAL AND FAMILY RELATIONSHIPS

Focus: Defines coercive control (monitoring, isolation, financial control) and gaslighting (denial, twisting facts, minimising). Shows how these hide behind cultural norms of respect/family unity in Zulu, Xhosa, Basotho, Indian and Coloured homes, and appear at work via constant calls disrupting meetings or subtle undermining in discussions. Links to eroded confidence, errors and withdrawal from collaboration.

LESSON 6 – VIDEO 6: ROLE OF TECHNOLOGY IN GBV AND DIGITAL HARASSMENT IN MODERN SOUTH AFRICAN LIFE

Focus: Covers digital harassment (unwanted messages, non-consensual image sharing, cyber-stalking, location tracking, monitoring of work emails). Highlights banking-specific vulnerability due to hybrid/remote reliance on phones/laptops. Shows impacts on concentration, shame/withdrawal from video meetings, and fear of attending after-hours training. Offers safety tools (blocking, 2FA) and positive cultural communal care extended to digital spaces.

LESSON 7 – VIDEO 7: CONFLICT-RELATED SEXUAL VIOLENCE AND ITS WORKPLACE RIPLE EFFECTS

Focus: Addresses conflict-related sexual violence linked to political unrest, community violence, xenophobic tensions or displacement in SA. Shows how survivors or family members experience hyper-vigilance, flashbacks, emotional numbness or secondary trauma at work. Impacts: difficulty concentrating on transactions, anxiety in client interactions, absenteeism for court/safety reasons, lowered team trust and collaboration. Highlights cultural expectations of resilience/silence and protective community solidarity.

LESSON 8 – VIDEO 8: DOMESTIC VIOLENCE AND ITS BUSINESS CONSEQUENCES IN DIVERSE CULTURAL HOMES

Focus: Details how domestic violence (physical, emotional, sexual, economic, psychological) remains hidden behind family privacy/unity values across Zulu, Xhosa, Basotho, Indian, Coloured, Afrikaner and Cape Malay homes. Workplace consequences: late arrivals, presenteeism (errors in transactions), absenteeism during peak periods, reduced concentration, higher turnover/medical claims, challenges meeting FSCA and Employment Equity goals. Reinforces bank policies on domestic violence leave and confidential support.

LESSON 9 – VIDEO 9: CHILD MARRIAGE AND LONG-TERM WORKFORCE IMPLICATIONS IN SOUTH AFRICAN COMMUNITIES

Focus: Explores child marriage (formal/informal unions under 18) in parts of rural and some urban Zulu, Xhosa, Basotho, Venda and other communities, often intersecting with economic pressures. Long-term effects: interrupted education, lower literacy/qualifications, limited financial independence, health issues, reduced career mobility, under-representation in senior banking roles, narrower talent pool and slower Employment Equity progress. Emphasises resilience of survivors and the value of targeted development/mentoring opportunities.

LESSON 10 – VIDEO 10: SURVIVAL SEX AND ECONOMIC COERCION IN SOUTH AFRICAN CULTURAL CONTEXTS

Focus: Defines survival sex (exchanging sexual acts for basic needs: money, food, housing, school fees) and economic coercion (partner controlling finances, preventing access to earnings, forcing debt). Shows intersection with poverty, unemployment and provider-role expectations in Zulu, Xhosa, Basotho, Venda, Indian, Coloured and Khoisan communities. Workplace signs: anxiety about money/overtime, exhaustion,

shame, difficulty concentrating. Highlights ubuntu and communal mutual aid as pathways out, plus bank EAP and financial wellness resources.

LESSON 11 – VIDEO 11: HUMAN TRAFFICKING AND GBV LINKS TO VULNERABLE EMPLOYEES FROM KHOISAN TO INDIAN SOUTH AFRICAN COMMUNITIES

Focus: Defines human trafficking (recruitment, transportation, exploitation via force/fraud/coercion for labour/sex/other purposes) and its close links to GBV (sexual violence, economic exploitation, psychological control). Highlights vulnerable groups in SA: Khoisan communities, young women from rural Zulu/Xhosa villages, migrants, economically marginalised Indian/Coloured families. Workplace signs: sudden behaviour changes, fear, restricted movement, isolation. Emphasises positive cultural strengths (Khoisan resilience, Indian family networks, ubuntu solidarity) and the need for vigilant, culturally sensitive referral pathways aligned with national anti-trafficking legislation.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Eleven professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic Johannesburg, Cape Town, Durban, Pretoria and hybrid settings across multiple fictional bank environments.
- Embedded simple animated or graphic elements: statistics callouts, impact flow diagrams, myth/fact contrasts, CBT thought-bubble sequences, mindfulness anchors, and culturally respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents for emphasis and hope.

Collaborative or Reflective (Individual or Facilitated)

- After each video: 2–3 minute guided CBT journal prompt tailored to the specific type or impact (e.g., “Identify one automatic thought about ‘professional banking staff not being affected’ and reframe it”).
- “Notice and Note” micro-observation: learners observe one interaction or performance change and record using the lens of the lesson (coercive control, presenteeism, digital signs, etc.).
- For facilitated/team sessions: structured discussion on “How do we balance cultural sensitivity with professional responsibility when we suspect GBV in a colleague from a different heritage?”
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

Visual / Pictorial & Low-Literacy Adaptations

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners, including those in rural-linked or hybrid roles.

ASSESSMENTS / KNOWLEDGE CHECKS

Formative (Integrated)

- Pre/post confidence check on recognising specific GBV types and responding supportively across cultures.
- Reflection questions with model answers (e.g., “Describe one way economic coercion might appear in a hybrid banking role and one appropriate professional response”).

PRACTICAL / APPLICATION TASK

“Choose one GBV type covered in this module that you had not fully considered before. Using the CBT approach modelled in the videos, write a short personal reframe. Then identify one practical action you will take in the next week (e.g., familiarise yourself with the domestic violence leave policy, practise a private check-in phrase, review your own digital privacy settings).

SUMMARY & KEY TAKEAWAYS

Core Messages:

- GBV in South African banking is widespread and takes many forms — physical, sexual, emotional, economic, digital, coercive control, gaslighting, IPV, domestic violence, survival sex, economic coercion, conflict-related sexual violence, and links to child marriage and human trafficking. It affects colleagues across every cultural group (Zulu, Xhosa, Basotho, Venda, Indian, Coloured, Afrikaner, Cape Malay, Khoisan) and every job level.
- These experiences drive measurable business costs: higher absenteeism and presenteeism, reduced accuracy and innovation, increased turnover and medical claims, and risks to FSCA, ESG and King IV compliance. Early recognition and supportive response protect both people and performance.
- Technology amplifies risks (monitoring, tracking, digital harassment) but also offers safety tools. Cultural expectations of privacy, resilience or family unity can delay disclosure, yet positive strengths (ubuntu, communal care, ancestral resilience) provide powerful protective factors.
- No culture is immune, and no culture is without protective values. Culturally sensitive, non-judgemental, professional responses — private empathetic check-ins, signposting to confidential EAP/domestic violence leave/helplines, familiarity with bank policies — are essential.
- You already have the tools: use CBT to reframe unhelpful assumptions, practise mindfulness, be a vigilant and caring bystander, and model respect. Your daily actions strengthen our diverse banking teams and the communities we serve.

MEMORABLE TAKEAWAY

“In our banking family, every colleague carries invisible stories shaped by culture, pressure and resilience. When we see the full picture — prevalence, types, impacts and strengths — and respond with professional care rooted in ubuntu, we protect both human dignity and the excellence our clients deserve. Awareness is not enough; compassionate action is our competitive advantage.”

Next Step: Upon successful completion of Module 2, learners proceed to Module 3, Root Causes, Contributing Factors and Organisational Frameworks in SA Cultures. This module has equipped every banking professional with the detailed knowledge and practical tools needed to recognise, understand and respond to the many faces of GBV in our workplaces and communities.

MODULE 3: ROOT CAUSES, CONTRIBUTING FACTORS AND ORGANISATIONAL FRAMEWORKS IN SA CULTURES

3 Video Lessons | ~15 minutes total learner engagement

MODULE DESCRIPTION

This module examines the deep-rooted causes and contributing factors of gender-based violence within South African corporate banking environments and traditional cultural contexts. Learners explore how power imbalances, patriarchal attitudes, gender socialisation, traditional masculinity norms (with focused attention on Zulu warrior traditions), economic pressures, intersectionality, historical legacies of colonialism and apartheid, weak policy enforcement, and societal influences interact to perpetuate GBV in banking hierarchies, team dynamics, and daily interactions across diverse cultural groups (Zulu, Xhosa, Basotho, Venda, Indian South African, Coloured, Afrikaner, Cape Malay).

The module introduces the ecological framework and the GBV Tree model as practical analytical tools to map individual, relationship, community (workplace), and societal levels of influence. It highlights how harmful norms can be challenged while drawing on protective cultural strengths such as ubuntu, communal care, wisdom, and resilience. CBT reframing techniques are reinforced to help learners question automatic thoughts rooted in cultural or organisational assumptions. All essential content is delivered through three focused 5-minute videos featuring diverse South African banking professionals in realistic corporate settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Identify and explain the key root causes and contributing factors of GBV in South African banking workplaces and traditional cultural contexts, including power imbalances, patriarchal systems, gender socialisation, economic pressures, intersectionality, and historical legacies.
2. Apply the ecological framework and GBV Tree model to analyse how individual, relationship, community (workplace), and societal factors interact to influence GBV risk and prevention in diverse banking teams.
3. Analyse the role of gender socialisation and traditional masculinity norms (particularly Zulu warrior traditions) in shaping workplace behaviours, power dynamics, and attitudes toward vulnerability, help-seeking, and GBV in the financial sector.
4. Challenge harmful cultural and organisational assumptions using CBT reframing techniques, while identifying protective strengths such as ubuntu, communal care, and redefined positive masculinity that support safer, more inclusive banking environments.
5. Demonstrate practical actions to address root causes at the individual and team level, including observing power dynamics, amplifying colleagues' voices, encouraging help-seeking, and promoting culturally respectful dialogue across Zulu, Xhosa, Basotho, Indian, Coloured and other heritages.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1 and 2 is strongly recommended. Learners should already be familiar with core GBV definitions, types, prevalence and business impacts in banking, the distinction between sex and gender, consent principles, and basic CBT reframing techniques. This module deepens analysis of root causes and provides analytical frameworks (ecological model and GBV Tree) without repeating foundational content.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single 5-minute video. Videos maintain the programme's signature style: warm conversational "you" narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Peace Bank, Trust Bank, Hope Bank) is used illustratively.

LESSON 1 – VIDEO 1: ROOT CAUSES AND CONTRIBUTING FACTORS OF GBV IN CORPORATE SOUTH AFRICA AND TRADITIONAL NORMS (5 MIN)

Focus: Introduces the interconnected root causes and contributing factors of GBV in banking and cultural contexts: power imbalances from hierarchical structures, traditional norms reinforcing male dominance (Zulu warrior traditions, Xhosa/Basotho roles), economic pressures spilling into the workplace, patriarchal systems limiting opportunities, early gender socialisation, cultural myths normalising control, organisational culture that overlooks issues, intersectionality of race/culture/gender, poverty and inequality, alcohol/substance use linked to stress, weak policy enforcement, media/societal portrayals, and historical legacies of colonialism and apartheid shaping current power structures.

LESSON 2 – VIDEO 2: THE GBV TREE AND ECOLOGICAL FRAMEWORK APPLIED TO BANKING AND CULTURAL DIVERSITY (5 MIN)

Focus: Presents the ecological framework (individual, relationship, community/workplace, societal levels) and the GBV Tree model (roots = underlying causes such as patriarchy and inequality; trunk = acts of violence; leaves = consequences on victims and workplaces). Applies these tools to banking contexts, showing how individual beliefs, family dynamics, workplace peer pressure/unwritten rules, and broader societal norms interact. Highlights ubuntu as a protective philosophy while identifying harmful traditions that may contradict it. Demonstrates how mapping factors enables targeted interventions.

LESSON 3 – VIDEO 3: GENDER SOCIALISATION AND MASCULINITY IN THE FINANCIAL SECTOR AND WARRIOR TRADITIONS (ZULU) (5 MIN)

Focus: Deepens understanding of gender socialisation and its impact on masculinity in banking, with focused attention on Zulu warrior traditions. Explores how early teachings of toughness, emotional suppression, and provider roles can manifest at work as reluctance to seek help, domination of discussions, burnout, reduced empathy, and power imbalances. Balances this with positive aspects of warrior spirit (protection, courage, community care, wisdom) that can be redefined as emotional intelligence, allyship, and healthy help-seeking. Challenges the myth that "real men never show vulnerability" through CBT reframing and models balanced, supportive masculinity for diverse teams.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Three professionally produced 5-minute videos with warm, empathetic "you"-focused narration.

- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings (Ubuntu Bank, Peace Bank, Trust Bank, Hope Bank), with respectful integration of cultural elements (Zulu-inspired art, traditional-modern attire blends).
- Embedded simple graphics: ecological framework diagrams, GBV Tree model, power imbalance illustrations, CBT thought-bubble sequences, and mindfulness anchors.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

COLLABORATIVE OR REFLECTIVE (INDIVIDUAL OR FACILITATED)

- After each video: 2–3 minute guided CBT journal prompt (e.g., “Identify one automatic thought about masculinity or power in your team and reframe it using the video guidance”).
- “Observe and Note” task: learners observe one power dynamic or gender socialisation cue in their daily banking interactions and record its potential root cause and impact.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Identify one contributing factor or harmful norm (from the ecological levels or masculinity socialisation) that you have observed or experienced in your branch or team. Using the CBT approach modelled in the videos, write a short reframe. Then propose one small, practical action you can take this week to address it (e.g., amplify a colleague’s voice in a meeting, encourage a male peer to share workload, or initiate a respectful conversation about cultural expectations).

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (10–12 minutes): Learners review a realistic workplace scenario involving a diverse banking team and a subtle manifestation of a root cause or contributing factor (e.g., a male team leader refusing help due to masculinity norms, a power imbalance rooted in hierarchical culture and historical legacies, or peer pressure reinforcing harmful gender stereotypes). They must: (1) Identify the likely root cause(s) and contributing factor(s) using the ecological framework or GBV Tree; (2) Suggest 2–3 culturally sensitive, professional responses or small actions; (3) Link their response to at least one protective cultural strength (e.g., ubuntu, redefined warrior values) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- GBV in South African banking has deep, interconnected roots: power imbalances from hierarchies and historical legacies, patriarchal attitudes, early gender socialisation, traditional masculinity norms (including Zulu warrior traditions), economic pressures, intersectionality, weak policy enforcement, and societal/media influences. These factors operate at individual, relationship, community (workplace), and societal levels.

- The ecological framework and GBV Tree model provide practical tools to map causes (roots), acts of violence (trunk), and consequences on people and productivity (leaves), enabling targeted, systemic responses rather than treating incidents in isolation.
- Gender socialisation and rigid masculinity norms can pressure male colleagues to suppress vulnerability, dominate discussions, resist help-seeking, and perpetuate power imbalances — but these same traditions contain powerful protective values (courage, protection, community care, wisdom) that can be redefined as emotional intelligence, allyship, and healthy strength.
- Harmful norms can be challenged through CBT reframing, mindfulness, and small daily actions (observing power dynamics, amplifying voices, encouraging help-seeking, respectful cross-cultural dialogue) while honouring cultural heritage and drawing on ubuntu as a unifying strength.
- Addressing root causes at the individual and team level protects both colleague wellbeing and banking performance, compliance (Employment Equity, King IV, ESG), and the creation of truly inclusive workplaces where every colleague from every cultural background can thrive.

MEMORABLE TAKEAWAY

“In our banking family, the roots of GBV run deep through history, culture, and organisational structures — but so do the roots of ubuntu, courage, and community care. When we map the causes with clear frameworks, challenge harmful myths with compassionate reframing, and take small daily actions rooted in redefined strength and respect, we transform our workplaces from the ground up. True warrior leadership today protects dignity, invites vulnerability, and builds teams where every colleague can bring their full self.”

Next Step: Upon successful completion of Module 3 (including assessment), learners proceed to Module 4 — Specific Forms of GBV and Support for Vulnerable Employees in SA Diversity. This module has equipped banking professionals with the analytical tools and cultural insight needed to understand why GBV persists and how to begin addressing it at its roots while honouring the rich protective strengths of South Africa’s diverse heritages.

MODULE 4: SPECIFIC FORMS OF GBV AND SUPPORT FOR VULNERABLE EMPLOYEES IN SA DIVERSITY

6 Video Lessons | ~30 minutes total learner engagement

MODULE DESCRIPTION

This module focuses on specific forms of gender-based violence experienced by particularly vulnerable groups within South Africa's diverse banking workforce. Learners explore GBV during displacement (floods, community tensions), sexual and gender-based violence against men and boys (with cultural lenses from Xhosa and Basotho traditions), GBV against persons with disabilities, violence and abuse affecting older persons (with emphasis on Xhosa ancestral reverence and *ukuhlonipha*), GBV impacting LGBTI survivors across cultural realities, and the critical role of intersectionality for Ndebele, Tsonga and Venda colleagues. Each form is examined through its unique manifestations in corporate banking settings and the culturally sensitive support responses required.

The module reinforces practical skills in recognition, culturally respectful bystander intervention, confidential signposting to EAP/HR resources, and the integration of protective cultural strengths (*ubuntu*, communal care, ancestral wisdom, resilience) into everyday banking practice. CBT reframing is used to challenge myths that minimise these experiences or create barriers to support. All essential content is delivered through six focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Identify and describe the specific forms of GBV experienced by vulnerable groups in South African banking workplaces, including during displacement, against men and boys (Xhosa/Basotho contexts), persons with disabilities, older persons (Xhosa ancestral reverence), and LGBTI survivors.
2. Analyse how intersectionality (particularly for Ndebele, Tsonga and Venda colleagues) shapes unique vulnerabilities, barriers to disclosure, and the need for tailored rather than one-size-fits-all corporate responses.
3. Apply culturally sensitive recognition skills to identify subtle signs of GBV affecting these vulnerable groups in daily banking interactions, team dynamics and performance patterns.
4. Demonstrate practical, culturally respectful bystander intervention and support actions, including private check-ins, active listening without judgement, and appropriate signposting to bank EAP, HR, domestic violence leave and external hotlines.
5. Integrate protective cultural strengths (*ubuntu*, communal bonds, ancestral wisdom, redefined resilience) into support for vulnerable colleagues while challenging harmful myths that minimise their experiences or discourage help-seeking.
6. Propose small, actionable improvements to team practices or branch-level processes that make GBV support more inclusive and effective for displaced, disabled, older, LGBTI, male and intersectionality vulnerable colleagues.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–3 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, the ecological framework/GBV Tree, gender socialisation, and basic CBT reframing. This module applies those foundations to specific vulnerable populations and intersectional realities without repeating foundational content.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding varies (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank, Harmony Bank) for illustrative purposes.

LESSON 1 – VIDEO 1: GBV DURING DISPLACEMENT AND ITS EFFECT ON BANKING STAFF FROM VARIOUS CULTURAL BACKGROUNDS

Focus: Examines how displacement (floods, community tensions, unexpected relocation) heightens GBV risks for banking staff from Zulu, Xhosa, Basotho, Venda, Indian South African, Coloured and Cape Malay backgrounds. Covers loss of support networks, unsafe temporary housing, economic coercion, strained cultural family roles, withdrawal, absenteeism, financial stress and productivity ripple effects. Emphasises early recognition, non-judgemental listening, flexible bank support and EAP signposting.

LESSON 2 – VIDEO 2: TYPES OF SGBV COMMITTED AGAINST MEN AND BOYS IN THE WORKPLACE AND XHOSA, BASOTHO CONTEXTS

Focus: Details specific forms of sexual and gender-based violence experienced by men and boys in banking: verbal sexual harassment, coercive control (career advancement in exchange for favours), physical intimidation disguised as rough play, digital harassment (unwanted explicit messages), gaslighting, and economic exploitation linked to home pressures. Examines how Xhosa coming-of-age traditions and Basotho masculinity norms can discourage disclosure or help-seeking. Highlights bystander intervention, culturally sensitive support and reframing strength as including help-seeking.

LESSON 3 – VIDEO 3: GBV AGAINST PERSONS WITH DISABILITIES IN CORPORATE SETTINGS ACROSS CULTURES

Focus: Explores heightened GBV risks for banking employees with physical, sensory or invisible disabilities: harassment, exclusion, denial of accommodations, verbal abuse, sexual harassment exploiting perceived vulnerability, and layered stigma (especially for women or those with invisible conditions). Addresses cultural attitudes from Zulu, Xhosa, Basotho and other communities. Emphasises reasonable accommodations, active listening, protocol-driven support, challenging myths of helplessness, and building empathy through CBT reframing.

LESSON 4 – VIDEO 4: INCLUSION OF OLDER PERSONS IN GBV-RESPONSIVE BANKING POLICIES AND ANCESTRAL REVERENCE (XHOSA)

Focus: Examines GBV risks facing older banking employees (financial coercion by family, neglect, controlling behaviours, emotional strain, hesitation to report). Grounds responses in Xhosa ukhlonipha (deep respect for elders) and ancestral reverence. Covers embedding cultural sensitivity into policies, training staff to recognise signs with empathy and discretion, involving traditional leaders appropriately, intergenerational mentorship, and honouring elders’ wisdom while advancing workplace safety.

LESSON 5 – VIDEO 5: GBV AND LGBTI SURVIVORS IN THE FINANCIAL INDUSTRY AND SOUTH AFRICAN CULTURAL REALITIES

Focus: Addresses GBV experienced by LGBTI banking professionals: verbal harassment, misgendering, outing, invasive personal questions, exclusion and eroded trust/productivity. Explores how these intersect with Zulu, Xhosa, Basotho, Indian South African and other cultural realities while affirming constitutional and ubuntu values of dignity. Covers bystander intervention, correct pronoun use as allyship, confidential reporting, manager sensitivity, and CBT reframing of myths that minimise these experiences.

LESSON 6 – VIDEO 6: INTERSECTIONALITY AND VULNERABLE GROUPS IN CORPORATE GBV RESPONSE INCLUDING NDEBELE, TSONGA & VENDA

Focus: Deepens understanding of intersectionality for Ndebele, Tsonga and Venda banking colleagues: how traditional strength expectations, family harmony values, ancestral/spiritual beliefs and community pressures can compound GBV vulnerability and create unique barriers to disclosure. Provides practical guidance on culturally sensitive check-ins, involving elders appropriately with confidentiality, celebrating cultural strengths (Ndebele resilience, Tsonga bonds, Venda ancestral wisdom), tailoring support, and small mindset shifts that honour heritage while building safer, more inclusive workplaces.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Six professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of cultural elements and scenarios specific to each vulnerable group.
- Embedded simple graphics: intersectionality diagrams, cultural strength icons, CBT thought-bubble sequences, mindfulness anchors, and respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

Visual / Pictorial & Low-Literacy Adaptations

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one vulnerable group covered in this module. Identify one small, practical action you can take in the next week to make your team or branch more supportive for colleagues from that group (e.g., suggest a brief well-being reminder in team meetings that respects cultural backgrounds, practise using correct pronouns, or review one process for accessibility barriers).

SUMMARY & KEY TAKEAWAYS

Core Messages:

- GBV takes specific forms and creates unique barriers for vulnerable groups in banking: displaced staff (loss of networks, unsafe housing, economic coercion), men and boys (harassment, coercive control, gaslighting — often hidden by Xhosa/Basotho masculinity norms), persons with disabilities (exploitation of perceived vulnerability, exclusion, layered stigma), older persons (family financial coercion, neglect — requiring Xhosa ancestral reverence and ukhlonipha), and LGBTI survivors (misgendering, outing, invasive questions across cultural realities).
- Intersectionality (especially for Ndebele, Tsonga and Venda colleagues) means multiple overlapping identities and pressures that require tailored, not generic, responses. Cultural strengths (ubuntu, communal bonds, ancestral wisdom, resilience) are powerful protective resources when integrated into support.
- Practical, culturally respectful actions — private non-judgemental check-ins, active listening, correct pronouns, flexible culturally sensitive counselling, involving elders appropriately with confidentiality, celebrating cultural strengths — protect both colleague wellbeing and banking performance, retention and inclusive culture.
- CBT reframing helps challenge myths that minimise these experiences (“it’s not our issue”, “strong people handle it privately”, “older/disabled/LGBTI colleagues are less affected”) and replace them with empowering, ubuntu-aligned perspectives that encourage help-seeking and allyship.
- Every banking professional already has the empathy needed; adding knowledge of these specific forms and intersectional realities makes support more precise, effective and culturally grounded — creating safer workplaces where every colleague from every background can thrive.

MEMORABLE TAKEAWAY

“In our banking family, vulnerability wears many faces — displaced, disabled, older, LGBTI, male, and those carrying the beautiful yet complex intersections of Ndebele, Tsonga, Venda and other heritages. When we see each colleague in their full identity, respond with culturally rooted empathy, and take small daily actions of allyship, we honour both our ancestors and our professional duty. True ubuntu in banking means no one is left to carry their burden alone.”

Next Step: Upon successful completion of Module 4 (including assessment), learners proceed to Module 5 — Historical Context, Legal and Regulatory Frameworks in South African Cultures. This module has equipped every banking professional with the specific knowledge, cultural sensitivity and practical tools needed to recognise and support the most vulnerable colleagues in our diverse teams.

MODULE 5: HISTORICAL CONTEXT, LEGAL AND REGULATORY FRAMEWORKS IN SOUTH AFRICAN CULTURES

4 Video Lessons | ~20 minutes total learner engagement

MODULE DESCRIPTION

This module provides the essential historical and legal foundation for understanding and responding to gender-based violence in South African banking workplaces. Learners explore the deep historical roots of intimate partner violence and abuse across diverse cultural contexts (Zulu, Xhosa, Khoisan rock art narratives, colonial and apartheid legacies, migrant labour systems), the evolution of perpetrators and survivors, and the progressive legal milestones from the early 1990s to the present (recognition of marital rape, Domestic Violence Act 1998). The module then examines the binding international human rights framework (UDHR, CEDAW, Beijing Declaration, UNSCR 1325) and South Africa's national legal architecture (Domestic Violence Act, Sexual Offences Act, Protection from Harassment Act, Employment Equity Act, and the Code of Good Practice on Harassment).

Special emphasis is placed on culturally sensitive implementation — balancing legal obligations with respect for traditional values, ancestral reverence, family privacy norms, and ubuntu — while maintaining zero tolerance for GBV. CBT reframing is used to challenge myths that minimise historical or legal responsibilities. All essential content is delivered through four focused 5-minute videos featuring diverse South African banking professionals in realistic corporate settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Describe the historical origins and timeline of intimate partner violence in South Africa, including pre-colonial patriarchal norms, colonial reinforcement, apartheid-era disruptions (migrant labour, systemic oppression), and post-1994 legal milestones (marital rape recognition 1993, Domestic Violence Act 1998).
2. Analyse how historical perpetrator and survivor dynamics, including Khoisan rock art narratives and intergenerational trauma, continue to influence workplace behaviours, disclosure patterns and support needs in diverse banking teams today.
3. Explain the key provisions of South Africa's national legal framework on GBV (Domestic Violence Act, Sexual Offences Act, Protection from Harassment Act, Employment Equity Act, Code of Good Practice on Harassment) and their direct application to banking workplaces, including hybrid and remote settings.
4. Apply the international human rights framework (UDHR, CEDAW, Beijing Declaration, UNSCR 1325) to banking operations, demonstrating how these standards require banks to prevent GBV, support survivors across all cultural groups, and align internal policies with global best practice.
5. Demonstrate culturally sensitive implementation of legal obligations — balancing zero-tolerance requirements with respect for traditional values, ancestral reverence, family privacy norms and ubuntu — while maintaining professional boundaries and confidentiality.
6. Propose concrete actions (policy review, training completion, culturally respectful allyship, integration of legal awareness into team practices) that strengthen compliance and create safer, more inclusive banking workplaces for colleagues from all South African cultural backgrounds.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–4 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, and basic CBT reframing. This module provides the historical and legal superstructure that contextualises and legally grounds all previous learning.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals (60% Black, 20% Indian, 10% Coloured, 10% White), cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Trust Bank, Peace Bank, Hope Bank) is used illustratively.

LESSON 1 – VIDEO 1: HISTORICAL ORIGINS AND TIMELINE OF INTIMATE PARTNER VIOLENCE AND ABUSE IN SA HISTORY

Focus: Traces the deep historical roots of IPV across South African cultures: pre-colonial patriarchal norms in Zulu and Xhosa societies, colonial laws treating women as property, apartheid-era migrant labour system and systemic oppression that transferred patterns of violence across generations, and traditional roles in Afrikaner, Indian South African and Coloured communities that sometimes-limited women’s independence. Celebrates women’s historical resilience and advocacy. Highlights key post-1994 milestones (marital rape recognition 1993, Domestic Violence Act 1998) and the ongoing relevance of this legacy for banking employee performance, wellbeing and culturally sensitive support.

LESSON 2 – VIDEO 2: PERPETRATORS AND SURVIVORS IN HISTORICAL AND CORPORATE CONTEXT INCLUDING KHOISAN ROCK ART NARRATIVES

Focus: Examines perpetrators and survivors through South Africa’s historical lens, beginning with ancient Khoisan rock art narratives that provide insight into early gender dynamics and power. Explores how both perpetrators and survivors have existed across all cultural groups, how rigid gender roles and colonial/apartheid systems protected perpetrators while survivors showed remarkable resilience, and how these historical dynamics echo in today’s banking workplaces (intergenerational experiences, disclosure patterns, workplace behaviours). Emphasises that perpetrators are not defined only by the past — accountability and change are possible — and that creating psychologically safe spaces honours historical strength while breaking negative cycles.

LESSON 3 – VIDEO 3: HUMAN RIGHTS AND INTERNATIONAL LEGAL FRAMEWORK RELEVANT TO BANKS AND SA DIVERSITY

Focus: Introduces the binding international human rights framework that directly applies to South African banks: the Universal Declaration of Human Rights (1948) as the foundation for dignity and equality; CEDAW on discrimination against women; the Beijing Declaration and Platform for Action calling businesses to promote gender equality; and UN Security Council Resolution 1325 on women’s participation in peace and security (including corporate settings). Demonstrates how these standards require banks to prevent GBV, support survivors across all cultural groups (Zulu, Xhosa, Basotho, Coloured, Indian, Afrikaner, Khoisan), align internal policies with global best practice, and move beyond compliance to genuine inclusion and empowerment while respecting traditional values.

LESSON 4 – VIDEO 4: NATIONAL LEGAL FRAMEWORKS ON GBV INCLUDING THE CODE OF GOOD PRACTICE ON HARASSMENT AND CULTURAL PRACTICES

Focus: Details South Africa’s national legal architecture directly applicable to banking: the Domestic Violence Act 1998 (protection orders and support), Sexual Offences and Related Matters Act, Protection from Harassment Act (remedies for stalking/intimidation), Employment Equity Act (elimination of unfair discrimination linked to GBV), and especially the Code of Good Practice on Harassment (clear policies, training, manager handling of complaints with confidentiality and cultural respect). Emphasises legal duties to report and support, survivor-centred responses sensitive to family/community norms, application to hybrid/remote work, and the balance between zero-tolerance requirements and respect for traditional values, ancestral reverence and ubuntu.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Four professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of historical, cultural and legal elements (Khoisan rock art, traditional homesteads, policy documents, court interpretations).
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

COLLABORATIVE OR REFLECTIVE (INDIVIDUAL)

- After each video: 2–3 minute guided CBT journal prompt linking historical/legal content to personal workplace assumptions or actions.
- “Observe and Apply” task: learners identify one workplace policy, practice or interaction and note how it aligns (or could better align) with a specific national or international legal provision, while respecting cultural context.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural and historical visuals are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Review one section of your bank’s current Harassment/GBV Policy or Code of Good Practice implementation against the content of this module. Identify one gap or strength in how it addresses historical context, intersectionality or cultural sensitivity. Propose one small, practical improvement (e.g., a brief culturally respectful reminder in team meetings, updated training language, or clearer hybrid-work guidance).

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Intimate partner violence and gender-based violence have deep historical roots in South Africa — pre-colonial patriarchal norms, colonial laws treating women as property, apartheid-era migrant labour and systemic oppression — that continue to shape disclosure patterns, workplace behaviours and support needs across Zulu, Xhosa, Khoisan, Afrikaner, Indian South African, Coloured and other communities today.
- Perpetrators and survivors have existed across all cultural groups throughout history; Khoisan rock art narratives remind us that stories of power, relationships and survival are ancient, while survivors have always demonstrated remarkable resilience. Accountability and change are possible — historical patterns do not define individuals or organisations.
- South Africa’s national legal framework (Domestic Violence Act 1998, Sexual Offences Act, Protection from Harassment Act, Employment Equity Act, Code of Good Practice on Harassment) provides clear, binding obligations for banks to prevent GBV, train staff, handle complaints with confidentiality and cultural respect, and support survivors — including in hybrid and remote work.
- International human rights law (UDHR, CEDAW, Beijing Declaration, UNSCR 1325) requires banks to align internal policies with global standards, prevent GBV across all cultural groups, and move beyond compliance to genuine inclusion and empowerment while respecting traditional values and ubuntu.
- Culturally sensitive implementation — balancing zero-tolerance legal obligations with respect for ancestral reverence, family privacy norms and communal care — strengthens both compliance and trust. Every banking professional has a role in upholding these frameworks with empathy, awareness and daily action.

MEMORABLE TAKEAWAY

“Our banking workplaces stand on the shoulders of a long South African history — one that includes both deep wounds and extraordinary resilience. When we ground our daily actions in the wisdom of Khoisan rock art, the courage of survivors across every culture, and the clear protections of national and international law, we honour the past while building a future where every colleague, regardless of heritage or identity, can work with dignity, safety and hope. Legal compliance is not the ceiling; culturally rooted ubuntu is the foundation.”

Next Step: Upon successful completion of Module 5 (including assessment), learners proceed to Module 6 — Core Guiding Principles for GBV-Responsive Banking Workplaces in SA. This module has equipped every banking professional with the historical depth and legal clarity needed to understand why GBV persists and how national and international frameworks, combined with cultural wisdom, provide the tools to respond effectively and create lasting change.

MODULE 6: CORE GUIDING PRINCIPLES FOR GBV-RESPONSIVE BANKING WORKPLACES IN SA

6 Video Lessons | ~30 minutes total learner engagement

MODULE DESCRIPTION

This module distils the core guiding principles that underpin every GBV-responsive banking workplace in South Africa's multicultural context. Learners explore the foundational principles of safety, confidentiality, respect and dignity, non-discrimination, empowerment, rights-based approaches, cultural sensitivity and ubuntu, survivor-centred support, and the integration of age, gender and diversity (AGD) considerations. The module also examines how community-based protection and traditional leadership (Zulu, Xhosa, Sotho, Cape Malay, Indian, Afrikaner) can be responsibly extended into corporate responsibility while maintaining confidentiality, legal compliance and zero tolerance.

Special emphasis is placed on practical application: how these principles translate into daily banking interactions, HR policies, bystander intervention, and culturally respectful support that honours both human rights and positive cultural values. CBT reframing is used to challenge myths that pit rights against culture or treat all colleagues identically. All essential content is delivered through six focused 5-minute videos featuring diverse South African banking professionals in realistic corporate settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Articulate and apply the core guiding principles for GBV-responsive banking workplaces (safety, confidentiality, respect and dignity, non-discrimination, empowerment, rights-based, cultural sensitivity, ubuntu, survivor-centred, and AGD) in daily interactions and team practices.
2. Demonstrate survivor-centred support that prioritises the survivor's voice, choice, pace and cultural context while maintaining confidentiality, avoiding re-traumatisation and offering options without pressure.
3. Integrate respect for positive Cape Malay, Indian, Zulu, Xhosa, Sotho, Afrikaner and other cultural values (family unity, ancestral reverence, community harmony, ubuntu) into GBV support while firmly challenging any practices that enable harm.
4. Apply a rights-based approach that upholds every employee's human rights to safety, dignity and equality while aligning workplace support with family and community norms in a culturally respectful manner.
5. Implement age, gender and diversity (AGD) considerations in HR policies and daily responses so that support is tailored to older and younger staff, different gender identities, and the full spectrum of cultural and ability diversity across banking teams.
6. Demonstrate responsible extension of community-based protection through safe, ethical partnerships with traditional leaders (Zulu, Xhosa, Sotho and others) that enhance corporate GBV response while fully respecting confidentiality, legal obligations and survivor choice.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–5 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical context, and national/international legal frameworks (including the Code of Good Practice on Harassment). This module synthesises those foundations into actionable guiding principles for daily banking practice.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank, Harmony Bank) is used illustratively.

LESSON 1 – VIDEO 1: GBV GUIDING PRINCIPLES AND APPROACHES IN CORPORATE BANKING AND MULTICULTURAL SA

Focus: Introduces the core guiding principles that underpin every GBV-responsive banking workplace: safety (physical and emotional), confidentiality, respect and dignity, non-discrimination, empowerment (survivor-led decisions), rights-based approach, cultural sensitivity (honouring ubuntu while challenging harmful norms), and bystander responsibility. Demonstrates how these principles bridge corporate policies with family and community expectations across Zulu, Xhosa, Basotho, Venda, Cape Malay, Indian South African and Afrikaner teams, and how leadership commitment embeds them into daily operations and organisational culture.

LESSON 2 – VIDEO 2: SURVIVOR-CENTRED APPROACH IN EMPLOYEE SUPPORT

Focus: Deepens understanding of the survivor-centred approach: prioritising the survivor’s voice, choice, pace and cultural context; listening without judgement or pressure; offering options rather than solutions; maintaining absolute confidentiality; avoiding re-traumatisation; and restoring the survivor’s sense of control. Shows practical application with colleagues from Zulu, Xhosa, Coloured, White Afrikaner and Indian South African backgrounds, and how this approach builds trust, reduces long-term trauma, accelerates return to full productivity and models healthy workplace behaviour for every team member.

LESSON 3 – VIDEO 3: RESPECTING CULTURAL VALUES (CAPE MALAY, INDIAN)

Focus: Explores how to respect positive Cape Malay and Indian cultural values (community solidarity, family unity, Diwali family values, ancestral respect, mutual care, community harmony) while firmly challenging any practices that enable GBV. Demonstrates culturally sensitive listening that honours traditions without dismissing them, avoids stereotyping, integrates cultural values into support options, reduces shame, encourages early help-seeking, and models inclusive leadership that strengthens both cultural identity and workplace safety across all banking teams.

LESSON 4 – VIDEO 4: RIGHTS-BASED APPROACH TO WORKPLACE GBV ALIGNED WITH FAMILY AND COMMUNITY NORMS

Focus: Examines the rights-based approach that places every employee’s human rights (dignity, equality, safety) at the centre while aligning workplace support with family and community norms. Shows how to explain legal rights clearly, listen to how cultural norms shape decisions, offer options that honour both rights and traditions, avoid forcing solutions, and demonstrate that rights and culture are not in conflict but can align (like ubuntu) to protect dignity while strengthening family and community bonds. Builds trust and reduces fear across all cultural backgrounds.

LESSON 5 – VIDEO 5: AGE, GENDER AND DIVERSITY (AGD) APPROACH IN BANKING HR POLICIES INCLUDING AFRIKANER AND SOTHO TRADITIONS

Focus: Introduces the age, gender and diversity (AGD) approach to HR policies and daily GBV responses. Demonstrates how age (older vs younger staff), gender identity (including transgender and non-binary colleagues), and cultural diversity (Afrikaner, Sotho, Zulu and all backgrounds) require tailored rather than one-size-fits-all support. Shows practical examples of flexible leave, community network options, manager training, and policy design that prevent overlooking real differences while celebrating positive Afrikaner and Sotho traditions and building trust across every age and background in banking teams.

LESSON 6 – VIDEO 6: COMMUNITY-BASED PROTECTION EXTENDED TO CORPORATE RESPONSIBILITY AND TRADITIONAL LEADERSHIP

Focus: Explores how community-based protection and traditional leadership (Zulu, Xhosa, Sotho and others) can be responsibly and ethically extended into corporate GBV response. Demonstrates safe connection to local traditional leaders for culturally trusted guidance, integration of ubuntu principles of collective care, building respectful partnerships that enhance (not replace) bank policies and confidentiality, reducing isolation, empowering traditional leadership in prevention, and turning banking into a genuine force for community-wide GBV response while fully respecting legal obligations and survivor choice.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Six professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of cultural elements and practical workplace scenarios.
- Embedded simple graphics: principle icons, survivor-centred flow diagrams, AGD considerations, CBT thought-bubble sequences, and culturally respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

Collaborative or Reflective (Individual)

- After each video: 2–3 minute guided CBT journal prompt linking the principle to personal workplace assumptions or actions.
- “Observe and Apply” micro-task: learners identify one daily interaction or team practice and note how they can apply one guiding principle (with cultural respect) in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

Visual / Pictorial & Low-Literacy Adaptations

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one guiding principle (or combination of principles) from this module. Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., practise a survivor-centred phrase, suggest an AGD improvement to an HR process, or explore safe community partnership options). Write a short reflection on why this action matters, using the CBT reframing approach modelled in the videos. This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on survivor-centred support with cultural/family considerations; one focused on AGD application or responsible community/traditional leadership partnership). For each they must: (1) Identify the key guiding principles that apply; (2) Describe 2–3 culturally respectful, survivor-centred and rights-based actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, communal care, ancestral reverence) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- The core guiding principles for GBV-responsive banking workplaces in South Africa are: safety, confidentiality, respect and dignity, non-discrimination, empowerment (survivor-led), rights-based, cultural sensitivity (honouring ubuntu while challenging harm), survivor-centred support, age/gender/diversity (AGD) considerations, and responsible extension of community-based protection through traditional leadership.
- These principles are not abstract ideals; they translate directly into daily banking interactions, HR policies, bystander actions and culturally respectful support that honours both human rights and positive cultural values (family unity, ancestral reverence, community harmony, ubuntu) across Zulu, Xhosa, Sotho, Cape Malay, Indian South African, Afrikaner and all other heritages.
- Survivor-centred support prioritises the survivor’s voice, choice, pace and cultural context; listens without judgement or pressure; offers options rather than solutions; maintains absolute confidentiality; avoids re-traumatisation; and restores control — building trust and accelerating recovery for colleagues from every background.
- Rights and culture are not in conflict. A rights-based approach upholds every employee’s human rights to safety, dignity and equality while aligning workplace support with family and community norms, demonstrating that protecting rights can strengthen family bonds and community harmony.
- The age, gender and diversity (AGD) approach and responsible extension of community-based protection through traditional leadership ensure that support is tailored, culturally rooted and effective — turning good intentions into real, practical care that strengthens both individual wellbeing and the entire banking organisation’s inclusive culture.

MEMORABLE TAKEAWAY

“In our banking family, the guiding principles are not rules imposed from above but living expressions of ubuntu — safety and choice, rights and cultural respect, survivor voice and community wisdom walking together. When we apply them daily with empathy and courage, we do not merely comply with law; we honour our ancestors, protect our colleagues, and build workplaces where every South African from every

heritage can work with dignity, safety and hope. Principles become practice. Practice becomes culture. Culture becomes our legacy.”

Next Step: Upon successful completion of Module 6 (including assessment), learners have completed the core six-module foundation of the GBV in Banking Programme. Subsequent modules (7–12) build directly on these principles with deeper application to prevention strategies, multi-sectoral response, case management, information management, coordination structures, and sustainable leadership. This module has equipped every banking professional with the guiding principles, cultural wisdom and practical tools needed to create and sustain truly GBV-responsive workplaces across South Africa’s diverse banking sector.

MODULE 7: PREVENTION STRATEGIES FOR A SAFE BANKING WORKPLACE IN SOUTH AFRICAN CULTURES

8 Video Lessons | ~40 minutes total learner engagement

MODULE DESCRIPTION

This module focuses on practical, culturally grounded prevention strategies that create safer banking workplaces across South Africa's diverse cultural landscape. Learners explore foundations of prevention in cultural contexts (Zulu Reed Dance, Umhlanga, Ndebele art, beadwork, warrior heritage), reducing risks and vulnerabilities for employees from rural Sotho, Tsonga, Zulu, Xhosa and other communities (transport, digital safety, isolation, power imbalances), designing culturally sensitive interventions (storytelling, role-play, art-inspired activities), ending impunity through workplace accountability aligned with traditional justice values, running impactful awareness and sensitisation campaigns using Ndebele beadwork and art, transforming discriminatory gender norms in banking culture and traditional practices, addressing safe access to fuel, energy and natural resources for rural staff, and engaging men and boys as allies drawing on Zulu warrior heritage of protection and respect.

Special emphasis is placed on actionable, low-cost, high-impact steps that banking professionals can take immediately — bystander intervention, flexible rostering, culturally resonant campaigns, fair accountability processes, and responsible community partnerships — while maintaining zero tolerance and full legal compliance. CBT reframing is used to challenge myths that prevention is “someone else’s job” or that culture and rights are in conflict. All essential content is delivered through eight focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme’s warm, empathetic “you”-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Describe and apply foundational prevention strategies in South African cultural contexts (Zulu Reed Dance/Umhlanga, Ndebele beadwork and art, warrior heritage, ubuntu) to strengthen workplace safety and inclusion across diverse banking teams.
2. Identify and reduce key risks and vulnerabilities for banking employees from rural Sotho, Tsonga, Zulu, Xhosa and other communities (transport after dark, digital harassment, isolation, power imbalances, seasonal travel) through practical workplace adjustments and personal safety planning.
3. Design and propose culturally sensitive prevention interventions (storytelling, role-play, art-inspired activities, short huddles, focus groups) that blend modern banking policies with positive traditional practices and meaningfully engage colleagues from all cultural backgrounds.
4. Demonstrate how to end impunity through fair, transparent workplace accountability processes that align with national labour law and positive traditional justice values (ubuntu, community care) while protecting survivors from retaliation.
5. Create or support impactful awareness and sensitisation campaigns that incorporate Ndebele beadwork, art and storytelling to break silence, increase engagement and make prevention messages memorable and culturally resonant across banking teams.

6. Engage men and boys as active allies in GBV prevention by drawing on Zulu warrior heritage of honour, protection and respect, modelling positive masculinity, mentoring juniors, speaking up against harmful behaviour and transforming discriminatory gender norms in both banking culture and traditional practices.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–6 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, and the core guiding principles (safety, confidentiality, respect, empowerment, rights-based, cultural sensitivity, survivor-centred, AGD, community/traditional leadership partnerships). This module translates those foundations into concrete, culturally grounded prevention action.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank, Harmony Bank, Resilience Capital, Trinity Finance) is used illustratively.

LESSON 1 – VIDEO 1: FOUNDATIONS OF GBV PREVENTION IN SOUTH AFRICAN CULTURAL CONTEXTS

Focus: Establishes the foundation for prevention by drawing on positive cultural practices (Zulu Reed Dance/Umhlanga for purity, strength and empowerment messages; Ndebele beadwork and art for awareness; warrior heritage for protection and respect) while challenging harmful norms. Covers education through workshops, clear zero-tolerance policies, safe bystander intervention, culturally sensitive storytelling and design, engaging men and boys, open dialogue, accountability aligned with traditional justice values, and regular risk assessments — all framed within ubuntu and the spirit of building safer, more inclusive banking workplaces.

LESSON 2 – VIDEO 2: REDUCING RISKS AND VULNERABILITIES FOR BANKING EMPLOYEES ACROSS CULTURAL GROUPS

Focus: Identifies practical risks and vulnerabilities faced by banking employees from rural Sotho, Tsonga, Zulu, Xhosa and other communities (late-shift commutes, high-risk transport routes, digital harassment, isolation after hours, power imbalances, seasonal travel during cultural events, limited community support for remote workers). Provides actionable workplace adjustments (secure shuttle services, flexible rostering that respects family responsibilities, buddy systems, emergency response apps, strong digital privacy settings, vulnerability audits) and personal safety planning while affirming that reducing risks is part of the ubuntu promise to build safer workplaces for all.

LESSON 3 – VIDEO 3: DESIGNING PREVENTION INTERVENTIONS IN CORPORATE SETTINGS WITH CULTURAL SENSITIVITY

Focus: Guides learners through practical design of culturally sensitive prevention interventions: assessing branch needs with diverse input, using storytelling from Zulu, Xhosa, Basotho and Tsonga traditions, incorporating beadwork and Ndebele art-inspired activities, short team huddles on healthy boundaries, involving leaders early, addressing power dynamics while respecting traditional practices, creating safe dialogue spaces rooted in ubuntu, measuring success by empowerment and engagement, linking interventions to productivity and trust benefits, and ensuring virtual options for rural/hybrid staff. Emphasises that thoughtful, culturally rooted design transforms corporate culture.

LESSON 4 – VIDEO 4: ENDING IMPUNITY THROUGH WORKPLACE ACCOUNTABILITY AND TRADITIONAL JUSTICE SYSTEMS

Focus: Explores how to end impunity through fair, transparent workplace accountability that aligns with positive traditional justice values (ubuntu, community care) and national labour law. Covers clear policies that apply equally regardless of position or background, safe reporting with protection from retaliation, immediate manager action, fair internal disciplinary processes, proper documentation to spot patterns, support for colleagues who speak up, and the role of traditional leaders in reinforcing justice messages when banks and culture work together. Demonstrates that accountability builds trust, protects productivity and honours both corporate standards and the spirit of ubuntu.

LESSON 5 – VIDEO 5: AWARENESS AND SENSITISATION CAMPAIGNS FOR BANK STAFF INCORPORATING BEADWORK AND NDEBELE ART

Focus: Shows how to create powerful, culturally resonant awareness and sensitisation campaigns using Ndebele beadwork, art and storytelling to break silence, increase engagement and make prevention messages memorable. Covers eye-catching posters and materials with Ndebele patterns, lunchtime beadwork sessions for unity and safety symbols, storytelling that makes discussions less confrontational, regular awareness weeks blending banking values with traditional artistic expressions, interactive workshops, digital campaigns for hybrid/remote staff, partnerships with local Ndebele artists, positive empowering messaging, and measuring impact through open conversations. Emphasises that beautiful, meaningful campaigns build a banking culture rooted in respect and ubuntu.

LESSON 6 – VIDEO 6: TRANSFORMING DISCRIMINATORY GENDER NORMS IN BANKING CULTURE AND TRADITIONAL PRACTICES

Focus: Addresses the transformation of discriminatory gender norms in both banking culture and traditional practices. Covers openly challenging assumptions that certain roles belong only to men or women, celebrating Zulu and Xhosa warrior/leadership values while leaving harmful stereotypes behind, using inclusive language in performance reviews, recognising when traditional family expectations spill into the workplace, encouraging women into leadership without negative labelling, men modelling shared family responsibilities, mentoring across genders equally, creating team agreements that reject gender-based discrimination, and linking modern corporate policies with positive traditional values that honour strength and respect for all. Demonstrates that transforming norms unlocks talent and builds stronger, more innovative teams.

LESSON 7 – VIDEO 7: SAFE ACCESS TO FUEL, ENERGY AND NATURAL RESOURCES – CONTEXTUAL LINKS TO RURAL SOTHO AND TSONGA COMMUNITIES

Focus: Highlights the often-overlooked link between safe access to fuel, energy and natural resources and GBV prevention for banking colleagues from rural Sotho and Tsonga communities (long distances to collect firewood or water after dark, limited electricity increasing vulnerability). Provides practical workplace adjustments (flexible finishing times to avoid high-risk travel hours, secure transport/shuttle services, emergency fuel support, exploration of solar and safer energy partnerships) and affirms that rural employees should never have to choose between their job and personal safety. Emphasises that understanding these cultural and geographic challenges strengthens commitment to a truly inclusive, compassionate banking workplace.

LESSON 8 – VIDEO 8: ENGAGING MEN AND BOYS IN GBV PREVENTION WITHIN BANKING TEAMS AND WARRIOR HERITAGE (ZULU)

Focus: Focuses on engaging men and boys as powerful allies and leaders in GBV prevention by drawing on proud Zulu warrior heritage of honour, protection and respect. Covers men modelling positive behaviour by speaking up against disrespectful comments, mentoring junior colleagues on respect/consent/boundaries, participating in men’s discussion groups on healthy masculinity, challenging the idea that prevention is “only women’s work”, using voice and influence to support female colleagues, bystander intervention supported by male peers, celebrating positive respectful leadership, and redefining strength as standing up for justice and equality. Demonstrates that when men and boys stand together for prevention, efforts become stronger, more sustainable and truly inclusive — rooted in both cultural heritage and modern banking values.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Eight professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of cultural elements (Reed Dance, beadwork, Ndebele art, warrior heritage, rural homesteads, traditional gatherings) and practical workplace scenarios.
- Embedded simple graphics: prevention strategy icons, risk/vulnerability maps, campaign examples, CBT thought-bubble sequences, and culturally respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

Collaborative or Reflective (Individual)

- After each video: 2–3 minute guided CBT journal prompt linking the prevention strategy to personal workplace assumptions or actions.
- “Observe and Act” micro-task: learners identify one prevention opportunity in their branch or team and commit to one small concrete action in the coming week (with cultural respect).
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

Visual / Pictorial & Low-Literacy Adaptations

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals (Reed Dance, beadwork, Ndebele art, warrior gatherings, rural homesteads) are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one prevention area from this module (risk reduction, culturally sensitive intervention, accountability, awareness campaign, norm transformation, rural resource access support, or men’s allyship). Identify one small, practical action you can take in the next week to apply it in your team or branch. Write a short reflection on why this action matters, using the CBT reframing approach modelled in the videos.” This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on designing a culturally sensitive prevention intervention or awareness campaign with Ndebele beadwork/art elements; one focused on reducing risks for rural staff, transforming a gender norm, or engaging men/boys through warrior heritage values while maintaining accountability). For each they must: (1) Identify the key prevention principles and cultural considerations that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, communal care, warrior honour/protection, beadwork/art storytelling) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Prevention in South African banking workplaces is most effective when it is culturally grounded — drawing on positive traditions (Zulu Reed Dance/Umhlanga for empowerment, Ndebele beadwork and art for awareness, warrior heritage for protection and respect, ubuntu for collective care) while firmly challenging harmful norms and maintaining zero tolerance.
- Practical risk reduction for colleagues from rural Sotho, Tsonga, Zulu, Xhosa and other communities (secure transport, flexible rostering, buddy systems, digital privacy, emergency support, vulnerability audits) demonstrates that the bank cares for its people and strengthens inclusive culture.
- Culturally sensitive intervention design (storytelling, art-inspired activities, short huddles, focus groups) and impactful awareness campaigns using Ndebele beadwork and art break silence, increase engagement and make prevention messages memorable and resonant across all banking teams.
- Ending impunity requires fair, transparent workplace accountability processes aligned with national labour law and positive traditional justice values (ubuntu, community care); when banks and traditional leaders work together respectfully, survivors feel heard and empowered and patterns of harm are stopped.
- Transforming discriminatory gender norms and engaging men and boys as allies (drawing on Zulu warrior heritage of honour, protection and respect) unlocks talent, builds stronger teams and creates truly inclusive banking cultures where every colleague — regardless of gender or heritage — can thrive. Safe access to fuel, energy and natural resources for rural staff is a practical, compassionate extension of the same ubuntu commitment.

MEMORABLE TAKEAWAY

“In our banking family, prevention is not a programme we run — it is the living expression of ubuntu in action. When we draw on the strength of Zulu warrior heritage, the beauty of Ndebele beadwork and art, the wisdom of traditional justice values and the practical care that ensures rural colleagues reach home

safely, we do not merely reduce risk; we transform culture. Every bystander who speaks up, every campaign that honours heritage while challenging harm, every policy that aligns rights with respect — these are the threads that weave a workplace where every South African colleague can thrive with dignity, safety and hope. Prevention is our collective promise. Together, we keep it.”

Next Step: Upon successful completion of Module 7 (including assessment), learners proceed to Module 8 — Multi-Sectoral Response, Health and Psychosocial Support for SA Banking Staff. This module has equipped every banking professional with practical, culturally grounded prevention strategies and the confidence to turn principles into daily action that protects colleagues, transforms norms and builds safer, more inclusive banking workplaces across South Africa.

MODULE 8: MULTI-SECTORAL RESPONSE, HEALTH AND PSYCHOSOCIAL SUPPORT FOR SA BANKING STAFF

9 Video Lessons | ~45 minutes total learner engagement

MODULE DESCRIPTION

This module equips banking professionals with the knowledge and practical skills to engage effectively in multi-sectoral prevention and response to GBV, while accessing and supporting high-quality health and psychosocial care for affected colleagues. Learners explore how banking teams coordinate with health, legal, social services, community and traditional partners; clinical best practices for healthcare workers supporting diverse banking staff; the health outcomes and productivity impacts of GBV across cultural groups; survivor-centred healthcare in corporate wellness programmes that respects ancestral beliefs; psychosocial and mental health support tailored to Indian South African and Cape Malay traditions; trauma-informed care integrated with Venda Domba dance cultural healing; introduction to CBT techniques for reframing trauma-related thoughts; mindfulness practices for managing emotional distress and building resilience; and integration of NLP for empowering language and behavioural change in support sessions.

Special emphasis is placed on practical, culturally respectful application within the banking environment — recognising signs, making appropriate referrals, supporting colleagues without stigma, integrating traditional healing wisdom with professional care, and using CBT, mindfulness and NLP tools for personal and team resilience. All essential content is delivered through nine focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme’s warm, empathetic “you”-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Describe the multi-sectoral response model and identify how banking professionals can coordinate effectively with health, legal, social services, community and traditional partners to support colleagues affected by GBV while respecting South African cultural diversity.
2. Apply clinical best practices and trauma-informed principles in the banking environment, including recognising signs, making appropriate referrals, supporting colleagues without stigma, and integrating traditional healing wisdom (e.g., Venda Domba dance, ancestral beliefs) with professional care.
3. Analyse the health outcomes and productivity impacts of GBV on banking employees across cultural groups (Zulu, Xhosa, Basotho, Venda, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured, Khoisan) and propose practical workplace adjustments that protect well-being and performance.
4. Demonstrate survivor-centred healthcare and psychosocial support approaches that honour ancestral beliefs, family structures and cultural traditions (Xhosa, Zulu, Indian South African, Cape Malay, Venda) while maintaining professional standards and confidentiality.
5. Apply foundational CBT, mindfulness and NLP techniques to reframe trauma-related thoughts, manage emotional distress, build personal and team resilience, and use empowering language in daily banking interactions and support of colleagues.

6. Propose concrete actions (referral mapping, wellness programme improvements, culturally respectful support practices, personal CBT/mindfulness/NLP application) that strengthen multi-sectoral response, health outcomes and psychosocial support within their branch or team.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–7 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, core guiding principles, and practical prevention strategies (including culturally sensitive interventions, accountability, awareness campaigns, norm transformation, rural resource access and men’s allyship). This module builds directly on those foundations with multi-sectoral coordination, clinical/trauma-informed care, health impacts, culturally respectful psychosocial support, and practical CBT/mindfulness/NLP tools for resilience.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank, Harmony Bank, Resilience Capital, Trinity Finance, Fortress Trust Bank) is used illustratively.

LESSON 1 – VIDEO 1: MULTI-SECTORAL PREVENTION AND RESPONSE IN CORPORATE BANKING AND SOUTH AFRICAN CULTURAL CONTEXTS

Focus: Introduces the multi-sectoral response model: how banking professionals coordinate with health, legal, social services, community and traditional partners for comprehensive GBV prevention and support. Covers integration of HR/wellness with external providers, referral pathways, joint campaigns with NGOs, cultural awareness for Xhosa/Coloured/Venda staff, and the role of traditional/community leaders. Emphasises that true strength lies in collaboration and that multi-sectoral partnerships deliver superior, holistic support while respecting ubuntu and cultural diversity.

LESSON 2 – VIDEO 2: CLINICAL BEST PRACTICES FOR HEALTHCARE WORKERS SUPPORTING BANK EMPLOYEES FROM DIVERSE GROUPS

Focus: Details clinical best practices for healthcare workers supporting banking staff: trauma-informed screening that respects cultural background and workload, sensitive assessments without disrupting client service, immediate medical care linked to wellness programmes, culturally attuned examinations (Zulu, Indian South African, Basotho values), confidential documentation, evidence-based protocols for pain/injury management, collaboration with external specialists, regular follow-up respecting shift patterns and family responsibilities, mental health screening, safe prescribing, and coordination with HR for workplace adjustments. Emphasises that clinical excellence addresses both body and mind in one supportive, culturally respectful process.

LESSON 3 – VIDEO 3: HEALTH OUTCOMES AND IMPACTS OF GBV ON EMPLOYEE WELL-BEING AND PRODUCTIVITY ACROSS CULTURES

Focus: Examines the health outcomes and productivity impacts of GBV across cultural groups (Zulu, Xhosa, Basotho, Venda, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured, Khoisan): chronic stress, fatigue, headaches, difficulty concentrating, anxiety, depression, physical injuries, higher absenteeism, sleep disturbances, reduced alertness/accuracy, elevated hypertension risks, lowered job satisfaction, reduced motivation, higher turnover, and impacts on decision-making and engagement.

Emphasises that awareness and early support can significantly reduce these negative outcomes and restore full well-being and productivity.

LESSON 4 – VIDEO 4: SURVIVOR-CENTRED HEALTH CARE IN CORPORATE WELLNESS PROGRAMMES RESPECTING ANCESTRAL BELIEFS

Focus: Explores survivor-centred healthcare in corporate wellness programmes that honours ancestral beliefs and cultural roots (Xhosa, Zulu, Basotho, Venda): listening to choices/needs/safety without judgement, flexible scheduling for traditional rituals/consultations, options aligning ancestral practices with medical care, co-created health plans that support recovery without compromising careers, spaces welcoming ancestral beliefs as part of healing, linking to trusted traditional healers when chosen, and follow-up care tailored to cultural calendar and shift patterns. Emphasises that cultural alignment actually speeds up genuine, sustainable recovery.

LESSON 5 – VIDEO 5: PSYCHOSOCIAL AND MENTAL HEALTH SUPPORT FOR AFFECTED STAFF IN INDIAN SOUTH AFRICAN AND CAPE MALAY TRADITIONS

Focus: Details psychosocial and mental health support tailored to Indian South African and Cape Malay traditions: safe spaces where staff feel heard, services honouring family structures and community values, counsellors trained in Cape Malay traditions, support respecting spiritual practices and close-knit family networks, group sessions blending professional techniques with cultural storytelling, tools to manage stress while maintaining client service roles, linking to community elders/faith leaders when fitting, check-ins scheduled around banking hours and cultural observances (Eid, Diwali), practical coping strategies respecting collectivist values, family-inclusive approaches, and culturally grounded mindfulness. Emphasises that weaving cultural traditions into support makes healing deeper and more effective.

LESSON 6 – VIDEO 6: TRAUMA-INFORMED CARE AND SUPPORT IN THE BANKING ENVIRONMENT AND VENDA DOMBA DANCE CULTURAL HEALING

Focus: Introduces trauma-informed care in banking integrated with Venda Domba dance cultural healing wisdom: recognising invisible trauma and responding with compassion and safety, prioritising trust/choice/collaboration/empowerment, creating physically and emotionally secure workspaces, avoiding re-traumatisation by giving control over sharing, flexible options/private conversations/respectful communication, managers responding with calm validation, rhythm/safety/gradual progression in recovery (like Domba dance), acknowledging cultural resilience, understanding triggers and offering practical accommodations, and peer support networks inspired by communal healing. Emphasises that trauma-informed approaches create safety that allows everyone to thrive professionally.

LESSON 7 – VIDEO 7: INTRODUCTION TO CBT TECHNIQUES FOR REFRAMING TRAUMA-RELATED THOUGHTS IN GBV RECOVERY

Focus: Provides an introduction to CBT techniques for reframing trauma-related thoughts: understanding the connection between thoughts, feelings and behaviours, recognising automatic negative thoughts about self or safety at work, gently challenging thoughts with balanced/realistic perspectives, reframing from “I am powerless” to “I have strength and choices”, examining evidence for/against thoughts, replacing catastrophic thinking with empowering statements, separating past experiences from current professional identity, and practising that thoughts are not facts. Emphasises that with consistent practice the brain can learn new, healthier thinking patterns and that CBT is highly effective for GBV survivors.

LESSON 8 – VIDEO 8: MINDFULNESS PRACTICES FOR MANAGING EMOTIONAL DISTRESS AND BUILDING RESILIENCE IN SURVIVORS

Focus: Introduces practical mindfulness techniques for busy banking professionals: paying gentle attention to the present moment without judgement, short breathing exercises between client calls, body scans to release physical tension at the desk, mindful walking during lunch breaks, observing thoughts about the past without getting pulled back into distress, simple grounding techniques using the five senses, building self-compassion, responding thoughtfully instead of reacting, and discreet use to stay calm and professional. Emphasises that even brief mindful moments create powerful shifts in how stress is experienced and build lasting emotional resilience.

LESSON 9 – VIDEO 9: INTEGRATING NLP FOR EMPOWERING LANGUAGE AND BEHAVIOURAL CHANGE IN SUPPORT SESSIONS

Focus: Shows how to integrate NLP (Neuro-Linguistic Programming) for empowering language and behavioural change: understanding how language shapes thoughts/feelings/actions, replacing disempowering words (“I’m stuck”) with empowering ones (“I am choosing my next step”), using positive/future-focused language, simple NLP anchoring techniques to recall feelings of strength, reframing problems into opportunities with precise empowering questions, shifting from victim to survivor language, NLP visualisations for successful outcomes, and practising that the brain responds powerfully to the words repeatedly used. Emphasises that integrating NLP allows choice of empowering language that drives real, lasting behavioural change and builds a more resilient banking workplace.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Nine professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of cultural elements (ancestral beliefs, traditional healers, Venda Domba dance, Indian South African/Cape Malay traditions, Zulu/Xhosa elders) and practical workplace/healthcare scenarios.
- Embedded simple graphics: multi-sectoral coordination diagrams, clinical pathway flows, CBT thought records, mindfulness anchors, NLP language reframing examples, and culturally respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

Collaborative or Reflective (Individual)

- After each video: 2–3 minute guided CBT/mindfulness/NLP journal prompt linking the content to personal workplace assumptions or actions.
- “Observe and Apply” micro-task: learners identify one opportunity in their branch or team (multi-sectoral coordination, culturally respectful support, CBT reframing, mindfulness practice or NLP language shift) and commit to one small concrete action in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals (traditional healers, Venda Domba dance elements, ancestral reverence, Indian South African/Cape Malay family and community settings) are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one area from this module (multi-sectoral coordination, trauma-informed/survivor-centred support, health impact recognition, culturally respectful psychosocial care, or CBT/mindfulness/NLP technique application). Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., map one external partner, suggest a wellness programme improvement, practise a CBT reframing or two-minute mindfulness exercise, or replace one disempowering phrase with an NLP-empowered version). Write a short reflection on why this action matters, using the CBT/mindfulness/NLP approach modelled in the videos. This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on multi-sectoral coordination or trauma-informed/survivor-centred response with cultural/ancestral respect; one focused on recognising health/productivity impacts and applying CBT/mindfulness/NLP techniques for personal or colleague support). For each they must: (1) Identify the key multi-sectoral, clinical/trauma-informed, psychosocial or CBT/mindfulness/NLP elements that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, ancestral reverence, communal healing, Venda Domba wisdom, Indian South African/Cape Malay family values) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Multi-sectoral response is essential for comprehensive GBV prevention and support in banking: banking teams coordinate with health, legal, social services, community and traditional partners to deliver holistic, culturally respectful care while respecting ubuntu and South African diversity.
- Clinical best practices and trauma-informed care in banking (sensitive screening, culturally attuned examinations, confidential documentation, evidence-based protocols, mental health screening, safe prescribing, HR coordination for adjustments) must be integrated with respect for ancestral beliefs and traditional healing wisdom (Xhosa, Zulu, Basotho, Venda) to deliver complete, culturally aligned care that speeds genuine, sustainable recovery.
- GBV has significant health outcomes and productivity impacts across all cultural groups (chronic stress, fatigue, anxiety, depression, physical injuries, absenteeism, sleep disturbances, reduced concentration/decision-making, lowered engagement/motivation); awareness and early support can significantly reduce these negative outcomes and restore full well-being and performance.
- Survivor-centred healthcare and psychosocial support that honours ancestral beliefs, family structures and cultural traditions (Xhosa, Zulu, Indian South African, Cape Malay, Venda) while

maintaining professional standards builds trust, deepens healing and improves engagement and outcomes.

- Practical CBT, mindfulness and NLP techniques (recognising and reframing automatic negative thoughts, present-moment awareness without judgement, empowering language shifts) give banking professionals accessible, discreet tools to manage emotional distress, reframe trauma-related thoughts, build personal and team resilience, and use language that drives real, lasting behavioural change — all while respecting cultural contexts and professional demands.

MEMORABLE TAKEAWAY

“In our banking family, healing is not a solitary journey — it is a multi-sectoral, culturally rooted, and practically supported path. When we coordinate with health, legal and community partners, honour ancestral beliefs alongside clinical excellence, recognise the real health and productivity impacts across every heritage, and equip ourselves with CBT, mindfulness and NLP tools for reframing and resilience, we do not merely respond to harm; we transform it. Every referral made with respect, every trauma-informed interaction, every reframed thought and mindful breath, every empowering word chosen — these are the threads that weave workplaces where every South African colleague can heal, thrive and lead with dignity, strength and hope. Multi-sectoral response, culturally grounded care and practical resilience tools are our collective promise. Together, we keep it.”

Next Step: Upon successful completion of Module 8 (including assessment), learners proceed to Module 9 — GBV Case Management and Internal Support Services in SA Context. This module has equipped every banking professional with the multi-sectoral coordination knowledge, clinical/trauma-informed understanding, health impact awareness, culturally respectful psychosocial support approaches, and practical CBT/mindfulness/NLP tools needed to support colleagues effectively, protect well-being and productivity, and contribute to truly healing, resilient banking workplaces across South Africa.

MODULE 9: GBV CASE MANAGEMENT AND INTERNAL SUPPORT SERVICES IN SA CONTEXT

8 Video Lessons | ~40 minutes total learner engagement

MODULE DESCRIPTION

This module provides banking professionals with the complete practical framework for effective GBV case management and internal support services in South Africa's multicultural banking environment. Learners explore the full case management cycle: structured steps aligned with banking policies and cultural sensitivity; thorough assessment and collaborative action planning that respects family structures (Zulu, Xhosa, Basotho, Indian South African); careful implementation, sensitive follow-up and dignified case closure aligned with HR processes and community norms; safe and appropriate referral pathways and coordination with external services; safe disclosure protocols and appropriate manager responses in multicultural teams; ethical documentation and data protection in full compliance with POPIA and banking privacy traditions; application of CBT skills for cognitive restructuring during case support; and integration of mindfulness and NLP tools to enhance survivor empowerment.

Special emphasis is placed on culturally respectful, survivor-centred practice that balances professional banking standards, legal compliance and ubuntu values. All essential content is delivered through eight focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Apply structured GBV case management steps aligned with banking policies, POPIA compliance and cultural sensitivity across Zulu, Xhosa, Basotho, Indian South African, Coloured, Afrikaner and other communities.
2. Conduct thorough, culturally respectful assessment and collaborative case action planning that respects extended family structures while prioritising survivor safety, autonomy and workplace needs.
3. Implement, follow up and close GBV cases with dignity, coordinating internal HR and wellness support while aligning with community norms and ensuring survivor readiness for closure.
4. Identify appropriate referral needs, obtain informed consent, coordinate smoothly with external culturally sensitive services and maintain professional documentation throughout the referral process.
5. Apply safe disclosure protocols and appropriate manager response procedures in multicultural teams, creating psychologically safe spaces and responding with calm validation, cultural sensitivity and clear professional boundaries.
6. Integrate CBT cognitive restructuring, mindfulness practices and NLP empowering language techniques into case support conversations to help survivors reframe trauma-related thoughts, manage distress and build personal and professional resilience.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–8 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, core guiding principles, practical prevention strategies, and multi-sectoral/health/psychosocial response. This module provides the complete operational framework for applying all prior learning through structured, culturally sensitive case management.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, hyper-realistic scenes of diverse South African banking professionals, cool blue/green/purple/pink corporate palette, neutral white backgrounds, sparse warm orange accents, and respectful integration of cultural motifs. Fictional bank branding (Ubuntu Bank, Trust Bank, Hope Bank, Peace Bank, Unity Bank) is used illustratively.

LESSON 1 – VIDEO 1: GBV CASE MANAGEMENT STEPS ALIGNED WITH BANKING POLICIES AND CULTURAL SENSITIVITY

Focus: Introduces the full structured case management cycle: recognising safe disclosure and creating private non-judgemental spaces; prioritising survivor wishes and safety with cultural sensitivity to family dynamics (Xhosa, Sotho, Zulu); following bank GBV policy and documenting only what is necessary under POPIA; thorough assessment of immediate needs, risks and workplace impact; collaborative development of individualised action plans including workplace adjustments; coordination of internal support (HR, wellness) and careful external referrals; regular follow-up and dignified case closure when the survivor feels ready; and continuous evaluation to improve future responses. Emphasises that case management is about empowerment, not control, and honours ubuntu in the corporate environment.

LESSON 2 – VIDEO 2: ASSESSMENT AND CASE ACTION PLANNING FOR EMPLOYEE CASES RESPECTING FAMILY STRUCTURES

Focus: Details culturally respectful assessment and collaborative action planning: creating safe private spaces to explore immediate risks, emotional needs and workplace impact; active listening without pressure and open questions about safety and performance; respecting extended family structures (Zulu, Basotho, Xhosa) while keeping the survivor in control; identifying workplace adjustments and personal support needs with minimal documentation; considering cultural context (ancestral reverence, family hierarchies); moving collaboratively into action planning with realistic empowering goals; including specific workplace accommodations that fit family responsibilities; honouring family structures while prioritising safety and autonomy; building in clear timelines and measurable steps; integrating internal and external resources; and reviewing the plan with the employee to ensure it reflects their voice. Emphasises that effective action planning turns assessment into real support and strengthens trust between staff and management.

LESSON 3 – VIDEO 3: IMPLEMENTATION, FOLLOW-UP AND CASE CLOSURE IN HR PROCESSES AND COMMUNITY NORMS

Focus: Covers careful implementation, sensitive follow-up and dignified case closure: coordinating agreed workplace adjustments discreetly with HR and line managers; ensuring all parties understand their roles for consistent support; respecting community and family input while keeping survivor wishes central; scheduling regular follow-up meetings sensitively around peak banking hours; asking how the plan is working and whether adjustments are needed; documenting outcomes professionally while maintaining strict confidentiality; being culturally aware of the supportive role of family elders (Tsonga, Ndebele); monitoring wellbeing and work performance improvements; addressing challenges quickly and

collaboratively; checking external referrals are progressing; conducting consistent check-ins aligned with ubuntu values; closing the case only when the employee feels ready and safety is stable; conducting a final review meeting to celebrate progress and confirm ongoing access to resources; closing formally in HR systems with secure archiving; and providing a clear summary of support and future options. Emphasises that thoughtful implementation, follow-up and sensitive closure demonstrate true organisational care and strengthen trust across diverse teams.

LESSON 4 – VIDEO 4: REFERRAL PATHWAYS AND COORDINATION WITH EXTERNAL SERVICES IN SOUTH AFRICAN DIVERSITY

Focus: Details safe and appropriate referral pathways: identifying when a referral is necessary based on assessed needs and wishes; obtaining informed consent before any external referral; familiarising with the bank's approved list of culturally sensitive external providers (Zulu, Xhosa, Indian South African, Afrikaner, Venda); ensuring referrals respect confidentiality and POPIA; coordinating smoothly between internal HR and external providers with employee permission; explaining the referral process clearly so the employee knows what to expect; providing practical support such as appointment scheduling while respecting work commitments; following up respectfully to check the connection was successful; maintaining ongoing coordination without overstepping; documenting all referral steps professionally in secure systems; and connecting employees to specialised trauma support, legal aid or economic empowerment programmes. Emphasises that effective referrals create a safety net spanning the bank and broader South African society and demonstrate commitment to holistic employee wellbeing.

LESSON 5 – VIDEO 5: SAFE DISCLOSURE AND APPROPRIATE RESPONSE PROTOCOLS FOR MANAGERS IN MULTICULTURAL TEAMS

Focus: Details safe disclosure protocols and appropriate manager responses in multicultural teams: creating private confidential spaces where the employee feels completely in control; never asking intrusive questions and using open empathetic language that shows belief and respect; being culturally sensitive to how disclosure may feel different for Xhosa, Indian South African or Basotho staff; reassuring confidentiality and need-to-know sharing only with consent; following the bank's clear response protocol (listen, validate, ask how they would like to be supported); documenting only minimum facts required while protecting privacy; offering practical workplace options (time off, adjusted duties) without pressure; respecting family and community norms while keeping survivor safety and wishes central; respecting the decision if the employee is not ready and keeping the door open; responding with calm non-judgemental presence; recognising subtle signs of distress without assuming or prying; thanking the employee for trusting you and reinforcing your role as supportive colleague not counsellor; coordinating with HR discreetly only after clear permission; and understanding cultural differences in disclosure to respond more effectively. Emphasises that safe disclosure protects both employee and bank and that culturally sensitive response protocols turn potential crises into opportunities for genuine care.

LESSON 6 – VIDEO 6: ETHICAL DOCUMENTATION AND DATA PROTECTION IN BANKING COMPLIANCE AND PRIVACY TRADITIONS

Focus: Covers ethical documentation and data protection: documenting only essential facts needed for effective case management and HR support; recording information factually, objectively and without personal judgement or unnecessary details; respecting cultural privacy traditions (Zulu, Xhosa, Indian South African); following POPIA strictly when handling sensitive GBV-related employee data; using only the bank's secure approved digital systems; limiting access on a strict need-to-know basis; clearly noting the survivor's consent level for internal sharing; avoiding cultural or family specifics unless directly relevant and with permission; protecting against accidental breaches with strong passwords and secure storage; dating and signing every entry clearly; regularly reviewing and updating documentation as the case progresses; archiving records securely when closing the case; and balancing the need for records with the

fundamental right to confidentiality. Emphasises that ethical documentation demonstrates respect for dignity and privacy traditions and builds greater trust between staff and management across all cultures.

LESSON 7 – VIDEO 7: APPLYING CBT SKILLS IN WORKPLACE CASE MANAGEMENT FOR COGNITIVE RESTRUCTURING

Focus: Introduces practical application of CBT skills for cognitive restructuring during case management: identifying automatic negative thoughts the employee may hold about the GBV incident and their work performance; guiding the employee to examine evidence for and against the thought in safe non-judgemental conversation; helping develop more balanced realistic thoughts that support healing and banking role; keeping CBT practical and short to fit naturally into busy branch schedules; using open questions such as “What would you tell a close colleague in the same situation?”; linking the restructured thought to workplace benefits (improved focus, team collaboration); respecting cultural worldviews (Zulu, Basotho family honour, ancestral expectations); documenting only the employee’s chosen new thought and agreed action steps; practising CBT skills personally to model calm empowering language; following up to check how the new thought is helping in daily banking tasks; and celebrating small shifts as important professional wins. Emphasises that cognitive restructuring empowers the survivor to regain control over their narrative and professional confidence and turns painful experiences into opportunities for growth.

LESSON 8 – VIDEO 8: USING MINDFULNESS AND NLP TOOLS TO ENHANCE SURVIVOR EMPOWERMENT DURING CASE SUPPORT

Focus: Shows practical integration of mindfulness and NLP tools to enhance survivor empowerment: teaching short breathing exercises to calm racing thoughts during stressful work moments (discreet at desk or during breaks); guiding present-moment awareness to reduce anxiety about the future or rumination about the past; teaching simple NLP anchoring techniques to access feelings of strength and safety when needed; using NLP future pacing to help visualise successfully managing work while healing; using empowering NLP language in case meetings such as “What would it look like when you feel more in control?”; combining tools with deep cultural respect for Zulu, Xhosa, Indian South African and other traditions; keeping tools practical and complementary to standard case management (not therapy); following up to see how the tools are helping the employee feel more empowered; documenting only the employee’s feedback on how the tools are supporting recovery and work; and aligning approaches with ubuntu values of care, respect and personal growth. Emphasises that when used sensitively these tools greatly enhance survivor autonomy and confidence and create a more compassionate and empowering banking workplace.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Eight professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Hyper-realistic visual storytelling featuring diverse South African banking professionals in authentic corporate settings across multiple fictional banks, with respectful integration of cultural elements (family structures, ancestral reverence, community elders, traditional homesteads) and practical workplace case management scenarios.
- CBT thought records, mindfulness anchors, NLP language examples, and culturally respectful symbolic cues.
- Consistent cool blue/green/purple/pink corporate palette with neutral white backgrounds and sparse warm orange accents.

Collaborative or Reflective (Individual or Facilitated)

- After each video: 2–3 minute guided CBT/mindfulness/NLP journal prompt linking the content to personal workplace assumptions or actions.
- “Observe and Apply” micro-task: learners identify one opportunity in their branch or team (safe disclosure response, culturally respectful assessment, ethical documentation improvement, CBT reframing, mindfulness practice or NLP language shift) and commit to one small concrete action in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Cultural visuals (traditional homesteads, family elders, ancestral reverence, multicultural team interactions) are respectful, empowering and non-graphic.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one area from this module (safe disclosure response, culturally respectful assessment & action planning, ethical documentation improvement, referral coordination, or CBT/mindfulness/NLP technique integration). Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., review and practise your bank’s disclosure protocol, suggest one improvement to assessment documentation, map one external referral pathway, or practise one CBT reframing question or two-minute mindfulness exercise). Write a short reflection on why this action matters, using the CBT/mindfulness/NLP approach modelled in the videos.” This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on safe disclosure response, culturally respectful assessment & action planning and ethical documentation with family/cultural considerations; one focused on referral coordination, implementation/follow-up/closure and integration of CBT/mindfulness/NLP techniques for survivor empowerment). For each they must: (1) Identify the key case management steps, cultural considerations, compliance requirements and CBT/mindfulness/NLP elements that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, family structures, ancestral reverence, community care) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Effective GBV case management in South African banking follows a structured cycle (safe disclosure, culturally respectful assessment & action planning, implementation, follow-up, dignified closure) that is fully aligned with banking policies, POPIA compliance and ubuntu values while prioritising survivor safety, autonomy and workplace needs.

- Assessment and collaborative action planning must respect extended family structures (Zulu, Xhosa, Basotho, Indian South African) while keeping the survivor firmly in control and identifying practical workplace adjustments that support both wellbeing and performance.
- Implementation, sensitive follow-up and dignified case closure require discreet coordination with HR and line managers, cultural awareness of community and family roles, regular respectful check-ins, and closure only when the survivor feels ready — demonstrating true organisational care and strengthening trust across diverse teams.
- Safe disclosure protocols and appropriate manager responses in multicultural teams create psychologically safe spaces, respond with calm validation and cultural sensitivity, document only minimum facts, and coordinate with HR only after clear permission — protecting both employee and bank while turning potential crises into opportunities for genuine care.
- Ethical documentation follows POPIA strictly, records only essential facts factually and objectively, respects cultural privacy traditions, limits access on a need-to-know basis, and balances the need for records with the fundamental right to confidentiality — building greater trust between staff and management. Integration of CBT cognitive restructuring, mindfulness practices and NLP empowering language techniques into case support conversations helps survivors reframe trauma-related thoughts, manage distress and build personal and professional resilience while respecting cultural contexts.

MEMORABLE TAKEAWAY

“In our banking family, case management is not a cold administrative process — it is the living expression of ubuntu in professional action. When we respond to safe disclosure with calm validation and cultural sensitivity, conduct assessment and action planning that honours family structures while centring survivor autonomy, implement support with discretion and care, coordinate referrals respectfully, document ethically under POPIA, and weave CBT, mindfulness and NLP tools into our conversations, we do not merely manage cases; we accompany colleagues on their journey from harm to healing. Every private conversation held with respect, every plan co-created with dignity, every thought gently reframed, every breath taken together in mindfulness — these are the threads that weave workplaces where every South African colleague can recover, rebuild and thrive with strength, hope and professional pride. Case management done with heart and skill is our collective promise. Together, we keep it.”

Next Step: Upon successful completion of Module 9 (including assessment), learners proceed to Module 10 — Information Management, Monitoring and Evaluation in South African Banking. This module has equipped every banking professional with the complete operational framework, cultural wisdom and practical tools needed to manage GBV cases with professionalism, compassion, legal compliance and survivor-centred empowerment — protecting colleagues, strengthening teams and building truly safe and supportive banking workplaces across South Africa.

MODULE 10: INFORMATION MANAGEMENT, MONITORING AND EVALUATION IN SOUTH AFRICAN BANKING

4 Video Lessons | ~32 minutes total learner engagement

MODULE DESCRIPTION

This module equips banking professionals with the essential knowledge and practical skills for effective GBV information management, monitoring and evaluation in South Africa's multicultural banking environment. Learners explore robust information management systems that ensure compliance with POPIA and banking regulations while respecting cultural data sensitivity across Zulu, Xhosa, Basotho, Venda, Ndebele, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured and Khoisan heritage groups; monitoring and evaluation frameworks that track GBV programme progress, participation and impact across all ethnic groups; development and application of SMART goals, objectives and culturally relevant indicators for GBV programmes serving diverse clients; and situation analysis and risk assessment approaches that identify hidden GBV risks in corporate settings while honouring South African cultural landscapes and family structures.

Special emphasis is placed on transforming data into actionable insights that protect survivor privacy, reduce re-traumatisation, improve case outcomes, support evidence-based resource allocation, and strengthen overall workplace safety and wellbeing. All essential content is delivered through four focused 8-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Apply robust GBV information management practices that comply fully with POPIA and banking regulations while respecting cultural data sensitivity, preventing unintended sharing through kinship networks, and maintaining role-based access, encryption and survivor consent across diverse South African heritage groups.
2. Design and implement monitoring and evaluation frameworks that track GBV programme reach, participation, reporting rates and impact across all ethnic groups (Zulu, Xhosa, Basotho, Venda, Ndebele, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured, Khoisan) with cultural sensitivity and regulatory compliance.
3. Develop SMART goals, objectives and culturally relevant key performance indicators for GBV programmes that measure safe disclosures, participation, retention, productivity, trust and wellbeing improvements while respecting cultural values, family structures and intersectional needs.
4. Conduct situation analysis and risk assessment for corporate GBV risks by gathering internal data, mapping vulnerabilities (shifts, hybrid work, customer-facing roles), evaluating likelihood and impact, identifying protective factors, and developing culturally attuned mitigation strategies aligned with banking compliance.
5. Apply CBT reframing techniques to challenge cultural myths about personal records, strength and privacy, replacing unhelpful thoughts with empowering perspectives that support confident, culturally sensitive information management, monitoring and risk assessment practice.

6. Propose concrete actions (reviewing bank guidelines, identifying improvements in data handling or indicators, contributing feedback, conducting quick situation analysis) that strengthen information management, M&E and risk assessment within their branch or team while building safer, more inclusive banking workplaces.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–9 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, core guiding principles, practical prevention strategies, multi-sectoral/health/psychosocial response, and full GBV case management processes. This module provides the essential information management, monitoring, evaluation and risk assessment layer that enables evidence-based, compliant and culturally sensitive GBV response at organisational level.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, colourful decorated slides.

LESSON 1 – VIDEO 1: GBV INFORMATION MANAGEMENT SYSTEMS COMPLIANT WITH BANKING REGULATIONS AND CULTURAL DATA SENSITIVITY

Focus: Introduces robust GBV information management systems: confidential reporting channels that respect privacy from first contact; full POPIA compliance for consent, purpose limitation and security measures; cultural data sensitivity for strong family and community ties in Zulu, Xhosa, Basotho and Venda contexts; preventing unintended sharing through kinship networks; role-based access limited to authorised HR and wellness staff; encryption and secure storage; anonymised data for trend monitoring without identifying individuals; inclusive support for Black, Indian, Coloured and White employees equally; linking information management to better case handling and timely referrals; seamless integration into existing HR platforms; survivor consent at every step; regular audits for legal and cultural compliance; reducing re-traumatisation through effective data management; accurate data for wise resource allocation; balancing ancestral beliefs with regulatory demands; and transforming data into insights for safer workplaces. Emphasises that secure, consent-based records actually protect everyone and align with caring cultural values.

LESSON 2 – VIDEO 2: MONITORING AND EVALUATION OF GBV INITIATIVES IN THE WORKPLACE ACROSS ETHNIC GROUPS

Focus: Details M&E frameworks for GBV initiatives across ethnic groups: regular data collection on prevention and response activities; tracking participation from diverse backgrounds (Black, Indian, Coloured, White, rural-to-urban migrants); assessing reduction in incidents and improvements in wellbeing; using specific indicators tailored to multicultural workforces; measuring changes in reporting rates (e.g., among Basotho and Venda staff); cultural sensitivity in data gathering to respect privacy and traditional values; honouring community norms while meeting banking regulations; anonymous surveys to understand productivity impacts; supporting Ndebele and Tsonga staff in work-life balance; adjusting programmes for greater inclusivity; linking M&E to employee retention and performance; improved trust in HR processes (e.g., among Afrikaner and Cape Malay colleagues); analysing quantitative metrics (training attendance) and qualitative feedback; identifying gaps for Khoisan descendants and other vulnerable groups; alignment with South African cultural contexts; celebrating successes across ethnic groups; refining policies for hybrid environments; and building cultures of accountability and care. Emphasises that true resilience includes asking for support and that culturally sensitive M&E builds safer, more inclusive banks.

LESSON 3 – VIDEO 3: INDICATORS, GOALS AND OBJECTIVES FOR GBV PROGRAMMES IN BANKS SERVING DIVERSE CLIENTS

Focus: Covers development of SMART goals, objectives and culturally relevant indicators: setting overall direction for safer workplaces across Zulu, Xhosa, Indian South African, Afrikaner and other heritage groups; translating goals into specific, measurable, achievable, relevant, time-bound objectives (e.g., increasing staff awareness by 30% within six months through culturally sensitive training); using indicators to measure progress (number of safe disclosures by ethnic group, participation rates with cultural representation, improvements in retention and productivity, client feedback and trust, reduced absenteeism linked to domestic violence); setting objectives that respect cultural values and family structures (Tsonga, Venda); identifying gaps for Khoisan descendants and Ndebele staff; aligning with banking regulations and data protection; reviewing indicators for hybrid urban-rural workforces; preventing GBV ripple effects on team performance; celebrating wins in engagement from men and boys; focusing on intersectionality to ensure Cape Malay and Indian South African staff are not left behind; and transforming banks into inclusive spaces valuing ubuntu. Emphasises that sensitive indicators enable every colleague, regardless of background, to feel safe seeking help.

LESSON 4 – VIDEO 4: SITUATION ANALYSIS AND RISK ASSESSMENT FOR CORPORATE GBV RISKS IN SA CULTURAL LANDSCAPES

Focus: Details situation analysis and risk assessment for corporate GBV risks: gathering information on potential GBV issues in branches, offices and client interactions; considering how cultural norms in Basotho, Indian South African and other families influence staff experiences and reporting; reviewing internal data on absenteeism, performance dips or conflicts signalling underlying GBV impacts; mapping vulnerabilities (late shifts, hybrid work, customer-facing roles, rural vs urban branches); evaluating likelihood and potential impact of GBV on banking operations and employee wellbeing; factoring in economic coercion, traditional practices intersecting with corporate culture (Xhosa, Venda), and power dynamics in client interactions; using anonymous culturally sensitive surveys to uncover unreported issues; identifying protective factors like strong team support rooted in African communal values; prioritising high-risk areas (after-hours client entertainment, travel); incorporating diverse voices (Black, Indian, White, Coloured colleagues) in assessment; linking findings to banking compliance; developing mitigation strategies that respect family structures and traditional leadership; and regularly updating analysis as dynamics evolve. Emphasises that recognising risks in diverse cultural landscapes empowers support for every colleague and that proactive assessment prevents small issues from escalating into major productivity losses.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Four professionally produced ~8-minute videos with warm, empathetic “you” focused narration.
- Colourful decorated slides.

Application / Interactive (eLearning Platform Features)

- Interactive scenario branching: “What would you do?” situations applying POPIA-compliant data handling, culturally sensitive indicator selection, SMART objective refinement, or risk assessment and mitigation planning with immediate explanatory feedback.
- Icon-supported, low-text options suitable for diverse literacy levels.

COLLABORATIVE OR REFLECTIVE (INDIVIDUAL)

- After each video: 2–3 minute guided CBT journal prompt linking the content to personal workplace assumptions or actions (e.g., reframing thoughts about records, strength or privacy).
- “Observe and Apply” micro-task: learners identify one opportunity in their branch or team (data handling improvement, indicator review, objective refinement, or quick situation analysis) and commit to one small concrete action in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one area from this module (information management improvement, M&E indicator review, SMART objective refinement, or quick situation analysis). Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., review and suggest one improvement to data handling practices, propose two culturally relevant indicators for your branch’s GBV programme, refine one existing objective to be more SMART, or conduct a quick situation analysis on one GBV risk factor and suggest one mitigation step). Write a short reflection on why this action matters, using the CBT reframing approach modelled in the videos.” This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (10–12 minutes): Learners review two realistic workplace scenarios (one focused on information management, POPIA compliance and cultural data sensitivity with kinship network considerations; one focused on M&E indicator selection, SMART objective development and situation analysis/risk assessment with cultural landscape considerations). For each they must: (1) Identify the key information management requirements, M&E elements, objective components or risk assessment steps that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, communal values, family structures, ancestral reverence) and one business or compliance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Robust GBV information management in South African banking requires full POPIA compliance (consent, purpose limitation, security), role-based access, encryption, anonymised trend monitoring, survivor consent at every step, and cultural data sensitivity that prevents unintended sharing through kinship networks while respecting strong family and community ties across Zulu, Xhosa, Basotho, Venda and other heritage groups.
- Effective monitoring and evaluation tracks GBV programme reach, participation, reporting rates and impact across all ethnic groups with cultural sensitivity, using specific indicators that honour community norms while meeting banking regulations, and links directly to improved retention, performance, trust in HR and overall wellbeing.

- SMART goals, objectives and culturally relevant indicators (safe disclosures by ethnic group, participation with cultural representation, retention and productivity improvements, client trust, reduced absenteeism) ensure GBV programmes are specific, measurable and responsive to diverse needs while respecting cultural values, family structures and intersectional realities.
- Situation analysis and risk assessment identify hidden GBV risks in corporate settings by gathering internal data, mapping vulnerabilities (shifts, hybrid work, customer-facing roles, rural vs urban), evaluating likelihood and impact, identifying protective factors (communal values), and developing culturally attuned mitigation strategies that respect family structures and traditional leadership while aligning with banking compliance.
- CBT reframing challenges cultural myths about personal records, strength and privacy, replacing unhelpful thoughts with empowering perspectives that support confident, culturally sensitive information management, monitoring and risk assessment practice — enabling every banking professional to contribute to safer, more inclusive workplaces where data protects, empowers and transforms.

MEMORABLE TAKEAWAY

“In our banking family, information is not merely data to be stored — it is the sacred trust that enables healing, protection and empowerment. When we manage GBV information with full POPIA compliance and deep cultural sensitivity, when we monitor and evaluate with indicators that honour every heritage while measuring real impact, when we set SMART goals and objectives that respect family structures and intersectional needs, and when we assess risks with eyes open to both vulnerabilities and the protective strength of communal values, we do not merely comply with regulations; we weave a safety net of dignity, trust and care across our diverse workforce. Every consent respected, every kinship network protected, every indicator chosen with cultural wisdom, every risk mitigated with ancestral awareness — these are the threads that transform workplaces from sites of potential harm into spaces of genuine safety, inclusion and collective resilience. Information management, monitoring, evaluation and risk assessment done with heart, skill and ubuntu are our collective promise. Together, we keep it.”

Next Step: Upon successful completion of Module 10 (including assessment), learners proceed to Module 11 — Coordination, Mainstreaming and Compliance Structures in SA Diversity, and ultimately to Module 12 — Leadership, Policy Development and Sustainable GBV Response in SA Banking. This module has equipped every banking professional with the essential information management, monitoring, evaluation and risk assessment knowledge and tools needed to protect survivor privacy, generate actionable insights, ensure compliance, and contribute to evidence-based, culturally responsive GBV prevention and support — building safer, more inclusive and resilient banking workplaces across South Africa.

MODULE 11: COORDINATION, MAINSTREAMING AND COMPLIANCE STRUCTURES IN SA DIVERSITY

6 Video Lessons | ~30 minutes total learner engagement

MODULE DESCRIPTION

This module equips banking professionals with the strategic knowledge and practical skills to embed GBV prevention and response into corporate coordination structures, ESG frameworks, mainstream operations and compliance systems across South Africa's multicultural banking environment. Learners explore how GBV integrates into ESG (Environmental, Social and Governance) frameworks under King 4/5, Prudential Authority and JSE requirements; adaptation of humanitarian Protection Cluster and GBV Sub-Cluster models to create internal "corporate protection clusters" that link HR, wellness, compliance and traditional leadership; mainstreaming GBV risk mitigation into every banking operation (HR, operations, compliance, IT, procurement, client-facing roles) while respecting diverse cultural practices (Zulu, Xhosa, Basotho, Venda, Ndebele, Tsonga, Indian South African, Cape Malay, Afrikaner, Coloured, Khoisan); coordination during emergencies and business continuity planning that protects diverse staff; Protection from Sexual Exploitation and Abuse (PSEA) policies with zero-tolerance enforcement; and integration of the Minimum Initial Service Package (MISP) into corporate wellness programmes with heritage-sensitive approaches.

Special emphasis is placed on blending global best practice (King 5, ESG, Protection Cluster, MISP, PSEA) with South African ubuntu values, traditional leadership and cultural wisdom to create coordinated, mainstreamed and compliant GBV response systems that protect every employee, strengthen organisational resilience and contribute to national GBVF goals. All essential content is delivered through six focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Explain how GBV integrates into corporate coordination structures and ESG frameworks (King 4/5, Prudential Authority, JSE, NSP GBVF Pillar 1) and describe the role of cross-departmental committees, board oversight and diverse representation in driving accountability and culturally sensitive responses.
2. Adapt Protection Cluster and GBV Sub-Cluster concepts to create internal "corporate protection clusters" that coordinate HR, wellness, compliance and line management, while partnering with traditional leadership (amakhosi, indunas) to extend protection into employees' home communities across Zulu, Xhosa, Basotho, Venda and other heritage groups.
3. Mainstream GBV risk mitigation into everyday banking operations (HR policies, client-facing roles, operations, compliance, IT, procurement, marketing, treasury) while respecting cultural practices, family structures and intersectional needs of diverse staff (Zulu, Xhosa, Indian South African, Coloured, Afrikaner, Khoisan, LGBTI, disabled, older employees).
4. Develop and activate GBV-inclusive business continuity and emergency coordination plans that protect multicultural staff during crises (floods, load-shedding, protests, GBV surges), maintain service delivery and align with Prudential Authority, King 5 and NSP GBVF requirements.

5. Apply Protection from Sexual Exploitation and Abuse (PSEA) principles with zero-tolerance enforcement, including mandatory training, safe confidential reporting, survivor-centred response, consequences for violations and integration with traditional leadership partnerships.
6. Integrate Minimum Initial Service Package (MISP) principles into corporate wellness programmes, ensuring 72-hour clinical and psychosocial response capacity, designated focal points, culturally competent multilingual services, traditional healing options where requested, and alignment with King 5, ESG and NSP GBVF Pillar 4.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–10 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, core guiding principles, practical prevention strategies, multi-sectoral/health/psychosocial response, full GBV case management processes, and information management/M&E/risk assessment frameworks. This module provides the strategic coordination, mainstreaming and compliance layer that embeds all prior learning into organisational structures, ESG governance, emergency planning and wellness systems.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, colourful decorated slides. Fictional bank branding (Your Bank, Our Bank) is used illustratively.

LESSON 1 – VIDEO 1: GBV IN CORPORATE COORDINATION STRUCTURES AND ESG FRAMEWORKS IN MULTICULTURAL SOUTH AFRICA

Focus: Introduces integration of GBV into corporate coordination structures and ESG frameworks: ESG (Environmental, Social, Governance) pillars with GBV under Social and Governance; King 4/5 “apply and explain” governance, board-level oversight and JSE disclosure requirements; Prudential Authority treatment of GBV as material social risk; cross-departmental committees (HR, Wellness, Compliance, Leadership) with clear policies, reporting channels and accountability; regular cross-functional meetings for early risk identification; ESG reporting on GBV awareness/prevention metrics; ubuntu principles supporting corporate approaches; diverse representation ensuring culturally sensitive solutions; alignment with NSP GBVF Pillar 1 (Accountability, Coordination & Leadership); and integration improving employee wellbeing, business performance and preferred-employer status. Emphasises that coordinated action across the bank creates consistency, builds trust and encourages staff to speak up safely.

LESSON 2 – VIDEO 2: GBV SUB-CLUSTER AND PROTECTION CLUSTER CONCEPTS ADAPTED TO BANKING AND TRADITIONAL LEADERSHIP

Focus: Details adaptation of humanitarian Protection Cluster and GBV Sub-Cluster models: Protection Cluster as coordination mechanism safeguarding people from violence/exploitation/abuse with “do no harm” principle; GBV Sub-Cluster focusing exclusively on GBV prevention/response (led by UNFPA globally); creating internal “corporate protection clusters” with HR, Wellness, Compliance, Line Managers and Executive Oversight; dedicated internal GBV Sub-Cluster coordinating training, case management and safe reporting; partnering with traditional leadership (amakhosi, indunas, community elders) to extend protection into employees’ home communities; linking workplace policy with customary justice systems while upholding human rights; survivor-centred coordination ensuring every staff member (Indian South African, Coloured, Afrikaner, Zulu, Xhosa) feels safe; regular cluster-style meetings identifying risks early and assigning responsibilities; and alignment with NSP GBVF Pillar 1 and ESG governance. Emphasises

that blending modern corporate systems with respected traditional leadership respects ubuntu and strengthens survivor support across urban-rural staff.

LESSON 3 – VIDEO 3: MAINSTREAMING GBV RISK MITIGATION ACROSS BANKING OPERATIONS AND CULTURAL PRACTICES

Focus: Covers mainstreaming GBV risk mitigation into everyday banking operations: integrating prevention/response into all policies, processes and daily operations (not as add-on); client-facing teams spotting early signs of economic coercion during loan/account discussions; HR embedding GBV screening into recruitment, onboarding and performance reviews; operations integrating GBV safety checks into cash handling, ATM servicing and branch layouts; compliance treating GBV as material operational risk; IT building secure confidential reporting tools into every platform; procurement requiring suppliers to demonstrate GBV-free workplace policies; marketing designing services that reduce economic dependence; call-centre scripts including safe referral pathways; branch managers leading weekly huddles mainstreaming awareness; performance scorecards rewarding active risk mitigation; corporate banking assessing GBV exposure when financing rural projects; treasury factoring GBV-related social risks into ESG decisions; and adjusting schedules during cultural events (Reed Dance, initiation) to reduce vulnerability while respecting traditions. Emphasises that mainstreaming creates consistency so protection feels natural across multicultural workforce and turns banks into agents of positive cultural and workplace change.

LESSON 4 – VIDEO 4: COORDINATION IN EMERGENCIES AND BUSINESS CONTINUITY PLANNING FOR DIVERSE STAFF

Focus: Details GBV-inclusive business continuity and emergency coordination: emergencies (floods, load-shedding, protests, GBV surges) increasing GBV risks; Prudential Authority Directive 2/2024 and King 5 requiring robust BCP with GBV as material human-capital threat; cross-functional Emergency Response Team (ERT) activation within 30 minutes (HR, Wellness, Security, Compliance, IT, Executive); GBV-specific triggers (increased hotline calls, staff absences, safety threats); secure remote-work protocols protecting staff facing heightened domestic violence; multicultural communication (Zulu, Xhosa, Afrikaans, English, sign language); traditional leadership partnerships for rural staff support; intersectionality provisions for staff with disabilities, older persons and LGBTI colleagues; pre-established MOUs with SAPS, Thuthuzela Centres and disaster management; simulation drills bi-annually including GBV scenarios; post-emergency debriefs capturing cultural lessons; and alignment with NSP GBVF Pillar 1 and Pillar 4. Emphasises that strong coordination reduces downtime, protects staff wellbeing and demonstrates real commitment to diverse workforce.

LESSON 5 – VIDEO 5: PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA) IN THE FINANCIAL SECTOR AND SOUTH AFRICAN CONTEXTS

Focus: Covers PSEA principles with zero-tolerance enforcement: PSEA as protection from any abuse of position of power/trust/vulnerability for sexual purposes (sexual exploitation = abuse of authority for sexual favours; sexual abuse = forced/coerced sexual act); zero-tolerance policy with no sexual activity with anyone over whom one holds professional authority (managers/staff, loan officers/clients, banks/contractors); Code of Good Practice on Harassment (2022) and ILO Convention 190 classification as unfair discrimination; King 5 and Prudential Authority treating PSEA as material operational/reputational risk; mandatory annual training and signed PSEA pledges; safe confidential reporting channels in all eleven official languages; survivor-centred response prioritising safety, dignity, confidentiality and survivor's wishes; consequences including summary dismissal, blacklisting and criminal prosecution; procurement requiring PSEA clauses and compliance verification; digital/remote banking risks addressed through professional communication and cybersecurity; intersectionality addressing higher vulnerability for women with disabilities, LGBTI staff and marginalised groups; and traditional leadership partnerships

strengthening community-level awareness. Emphasises that effective PSEA protects reputation, demonstrates ethical leadership and creates truly safe professional workplaces.

LESSON 6 – VIDEO 6: MINIMUM INITIAL SERVICE PACKAGE (MISP) INTEGRATION IN CORPORATE WELLNESS AND SOUTH AFRICAN HERITAGE

Focus: Shows integration of MISP into corporate wellness: MISP as global humanitarian standard for immediate life-saving reproductive health and GBV response in first 72 hours (clinical management of rape with forensic evidence/PEP/emergency contraception/STI prophylaxis; psychosocial support; PSEA prevention; multi-sectoral coordination); adapting MISP principles into employee wellness for rapid survivor-centred GBV support; designated MISP focal points in every branch with 24/7 on-call capability; same-day clinical care access and secure chain-of-custody for forensic evidence; psychosocial support via EAP/wellness units with survivor deciding what support they want; coordination linking internal services with external Thuthuzela Care Centres; cultural competence with multilingual services (Zulu, Xhosa, Afrikaans, English, sign language) and respect for ancestral beliefs/traditional healing where requested; traditional leaders involved only with explicit employee consent; intersectionality provisions for women with disabilities, LGBTI staff and marginalised groups; annual simulation drills testing 72-hour timelines and cultural sensitivity; quarterly anonymised utilisation reports feeding ESG and NSP GBVF accountability; and alignment with King 5, Prudential Authority and NSP GBVF Pillar 4. Emphasises that full MISP integration protects diverse staff, meets governance requirements and turns banking workplaces into centres of rapid, culturally sensitive GBV response.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Six professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Colourful decorated slides.

Collaborative or Reflective (Individual or Facilitated)

- After each video: 2–3 minute guided journal prompt linking the content to personal workplace assumptions or actions (e.g., identifying one mainstreaming opportunity in daily operations, testing emergency GBV trigger awareness, or reflecting on PSEA boundaries in client interactions).
- “Observe and Apply” micro-task: learners identify one opportunity in their branch or team (strengthening coordination committee representation, mainstreaming one operational process, reviewing emergency BCP for GBV triggers, testing PSEA reporting channel, or mapping MISP focal point readiness) and commit to one small concrete action in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one area from this module (ESG coordination strengthening, mainstreaming one operational process, reviewing emergency BCP for GBV triggers, testing PSEA reporting channel, or mapping MISP focal point readiness). Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., propose one improvement to cross-departmental GBV coordination, mainstream one client-facing risk mitigation step, add one GBV trigger to your branch BCP, test the PSEA reporting pathway, or identify your branch’s MISP focal point and one cultural competence gap). Write a short reflection on why this action matters, using the ubuntu-aligned, culturally sensitive approach modelled in the videos.” This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on ESG coordination, Protection Cluster adaptation and mainstreaming with cultural/traditional leadership considerations; one focused on emergency BCP, PSEA enforcement and MISP integration with intersectional and heritage-sensitive requirements). For each they must: (1) Identify the key coordination structures, ESG/mainstreaming elements, emergency/PSEA/MISP components that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, traditional leadership, ancestral reverence, communal values) and one business/compliance/governance benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- GBV must be integrated into corporate coordination structures and ESG frameworks (King 4/5, Prudential Authority, JSE) as a strategic priority under the Social and Governance pillars, with board-level oversight, cross-departmental committees (HR, Wellness, Compliance, Leadership), diverse representation and alignment with NSP GBVF Pillar 1 to drive accountability, culturally sensitive responses and measurable organisational outcomes.
- Protection Cluster and GBV Sub-Cluster models can be adapted to create internal “corporate protection clusters” that coordinate HR, wellness, compliance and line management while partnering with traditional leadership (amakhosi, indunas) to extend protection into employees’ home communities, blending modern corporate systems with respected cultural wisdom and ubuntu values.
- Mainstreaming GBV risk mitigation into every banking operation (HR policies, client-facing roles, operations, compliance, IT, procurement, marketing, treasury) while respecting cultural practices, family structures and intersectional needs creates consistency, reduces vulnerability during cultural events, and turns banks into agents of positive cultural and workplace change.
- GBV-inclusive business continuity and emergency coordination plans (with GBV-specific triggers, multicultural communication, traditional leadership partnerships, intersectionality provisions and pre-established external MOUs) protect diverse staff during crises, maintain service delivery and align with Prudential Authority, King 5 and NSP GBVF requirements.

- PSEA policies with zero-tolerance enforcement (mandatory training, safe confidential reporting, survivor-centred response, consequences for violations) and MISP integration into corporate wellness (72-hour clinical/psychosocial response, designated focal points, culturally competent multilingual services, traditional healing options where requested) protect every employee, meet governance requirements and turn banking workplaces into centres of rapid, culturally sensitive GBV response.

MEMORABLE TAKEAWAY

“In our banking family, coordination is not bureaucracy — it is the living expression of ubuntu in organisational form. When we embed GBV into ESG frameworks with board-level oversight and diverse representation, when we adapt Protection Cluster wisdom to create corporate protection clusters that partner with traditional leaders, when we mainstream risk mitigation into every operation while honouring cultural practices, when we plan for emergencies with multicultural care and when we enforce PSEA with zero tolerance while integrating MISP into wellness with heritage-sensitive respect, we do not merely comply with King 5 or NSP GBVF — we weave a fabric of safety, dignity and collective responsibility across every branch, every province and every heritage. Every cross-departmental meeting held with cultural wisdom, every mainstreamed process that protects without erasing tradition, every emergency plan that leaves no colleague behind, every PSEA boundary upheld with compassion, every MISP response delivered with ancestral reverence — these are the threads that transform workplaces from sites of potential harm into sanctuaries of genuine safety, inclusion and empowered resilience. Coordination, mainstreaming and compliance done with heart, skill and ubuntu are our collective promise. Together, we keep it.”

Next Step: Upon successful completion of Module 11 (including assessment), learners proceed to the final Module 12 — Leadership, Policy Development and Sustainable GBV Response in SA Banking. This module has equipped every banking professional with the strategic coordination, mainstreaming and compliance knowledge and tools needed to embed GBV prevention and response into organisational structures, ESG governance, emergency planning and wellness systems — protecting every colleague, strengthening organisational resilience and contributing to a violence-free South Africa.

MODULE 12: LEADERSHIP, POLICY DEVELOPMENT AND SUSTAINABLE GBV RESPONSE IN SA BANKING

5 Video Lessons | ~25 minutes total learner engagement

MODULE DESCRIPTION

This final module equips banking professionals with the leadership, policy development and sustainability knowledge and skills to drive lasting GBV prevention and response across South African banking institutions. Learners explore women's empowerment, leadership development and gender mainstreaming; advocacy for GBV prevention aligned with the National GBVF Plan and cultural values; staff care, resilience, self-care and integration of traditional healing practices with mindfulness, CBT and NLP approaches; GBV considerations in development contexts, financial inclusion, remote service provision and hotline case management for hybrid workforces; and evidence-based research, programme design, quality assurance and sustainable coordination in corporate governance and banking emergencies.

Special emphasis is placed on sustainable leadership that embeds GBV response into organisational culture, policy frameworks and governance structures while honouring South African cultural values, traditional healing wisdom and ubuntu principles. All essential content is delivered through five focused 5-minute videos featuring diverse South African banking professionals in realistic corporate and hybrid settings, maintaining the programme's warm, empathetic "you"-focused narration and culturally respectful visual storytelling.

LEARNING OBJECTIVES

By the end of this module, learners will be able to:

1. Champion women's empowerment, leadership development and gender mainstreaming by advocating for equal opportunities, visible female role models, mentorship programmes, inclusive policy development and flexible work arrangements that support women's advancement into senior and executive banking roles.
2. Conduct effective advocacy for GBV prevention and response aligned with the National GBVF Plan (2020–2030), building national capacity through training, cross-departmental collaboration and corporate action that respects cultural values and traditional leadership structures.
3. Apply practical staff care, resilience and self-care strategies (including mindfulness, CBT and NLP techniques) and integrate traditional healing practices where appropriate, to support personal wellbeing, prevent burnout and maintain high performance in high-pressure banking environments.
4. Integrate GBV considerations into development contexts, financial inclusion programmes, remote service provision and hotline case management for hybrid banking workforces, ensuring safe, confidential and culturally sensitive support across all work locations and schedules.
5. Apply evidence-based research, robust programme design, quality assurance processes and clear standards to develop sustainable GBV coordination systems that align with corporate governance (King 5), Prudential Authority requirements and national GBVF goals, including emergency preparedness.

6. Demonstrate personal leadership commitment by taking concrete advocacy, self-care and capacity-building actions that contribute to a sustainable, inclusive and violence-free banking sector in South Africa.

PREREQUISITE KNOWLEDGE

Successful completion of Modules 1–11 is strongly recommended. Learners should already be familiar with core GBV definitions and types, prevalence and business impacts, consent and power dynamics, root causes, ecological frameworks, specific forms affecting vulnerable groups, historical and legal frameworks, core guiding principles, practical prevention strategies, multi-sectoral/health/psychosocial response, full GBV case management processes, information management/M&E/risk assessment frameworks, and coordination/mainstreaming/compliance structures. This capstone module provides the leadership, policy development and sustainability layer that embeds all prior learning into organisational culture, governance and long-term national impact.

CONTENT OUTLINE / LESSONS

Each lesson centres on a single ~5-minute video. Videos maintain the programme’s signature style: warm conversational “you” narration, colourful decorated slides.

LESSON 1 – VIDEO 1: WOMEN’S EMPOWERMENT, LEADERSHIP, GENDER MAINSTREAMING AND POLICY DEVELOPMENT IN SA BANKING

Focus: Explores women’s empowerment, leadership and gender mainstreaming: women representing 52% of the financial services workforce yet holding only 25.8% of top management positions; gender-diverse leadership improving decision-making, risk management, profitability and client outcomes; gender mainstreaming integrating women’s perspectives into all policies per Employment Equity Act; removing barriers and opening equal opportunities for advancement; quality mentorship programmes increasing women’s advancement by 30%; inclusive leadership cultures raising engagement and retention; effective policy development promoting gender equality, work-life balance and equal pay; targeted leadership training closing skills gaps; visible female role models inspiring the next generation; and flexible work arrangements supporting career progression. Emphasises that empowered women leaders create better banks and a brighter future for all South Africans.

LESSON 2 – VIDEO 2: ADVOCACY FOR GBV PREVENTION AND RESPONSE, NATIONAL CAPACITY BUILDING AND CORPORATE ACTION ALIGNED WITH NATIONAL GBVF PLAN AND CULTURAL VALUES

Focus: Details advocacy, capacity building and corporate action aligned with the National GBVF Plan (2020–2030): banking professionals driving meaningful change through daily advocacy actions; advocacy creating safer workplaces and raising awareness; National GBVF Plan providing clear goals for all sectors; aligning bank policies with the National Plan for consistent, effective response; corporate action translating national commitments into practical staff support; capacity building equipping teams with skills for effective GBV response; prevention starting with awareness and ending with consistent workplace action; strong response protocols protecting employees and maintaining productivity; every department contributing through simple advocacy steps; advocacy building a culture where everyone feels safe to speak up; and sustainable coordination building strong internal and external partnerships. Emphasises that united banking sector action accelerates progress against GBV and creates a violence-free future for all South Africans.

LESSON 3 – VIDEO 3: STAFF CARE, RESILIENCE, SELF-CARE AND TRADITIONAL HEALING PRACTICES FOR BANKING TEAMS INCLUDING MINDFULNESS, CBT AND NLP APPROACHES

Focus: Covers staff care, resilience and self-care: self-care as a professional necessity for sustainable performance (neglect leading to burnout in up to 42% of finance workers); small daily habits reducing stress by 20–30%; resilience skills enabling faster recovery from challenging interactions; brief mindfulness techniques (under 60 seconds) improving focus and emotional control; short mindful breathing reducing acute stress by up to 25%; CBT reframing negative thoughts and challenging unhelpful patterns (reducing work-related stress by 35%); NLP providing practical tools to change responses to difficult situations and boost confidence; traditional healing practices safely complementing modern approaches (many staff successfully integrating both); creating a personal resilience plan supporting long-term career; and combining mindfulness, CBT and NLP into a powerful wellbeing toolkit. Emphasises that asking for support is a sign of professional strength and that collective focus on staff care creates healthier, stronger banking teams.

LESSON 4 – VIDEO 4: GBV IN DEVELOPMENT CONTEXTS, FINANCIAL INCLUSION, REMOTE SERVICE PROVISION AND HOTLINE CASE MANAGEMENT FOR HYBRID BANKING WORKFORCES ACROSS SOUTH AFRICAN DIVERSE COMMUNITIES

Focus: Explores GBV in development contexts, financial inclusion, remote service provision and hotline case management for hybrid workforces: GBV considerations critical in development projects and financial inclusion programmes; hybrid work models (increased 45% post-2022) creating new opportunities and risks; remote service provision requiring safe, sensitive GBV support; hotline case management ensuring quick, confidential help regardless of location; development contexts needing clear GBV protocols and risk assessments from project start (reducing incidents by 40%); financial inclusion reducing economic vulnerability that fuels GBV; strong remote systems allowing staff to report concerns without leaving workspace; effective hotline management achieving 95% staff satisfaction; hybrid policies functioning in-office and remotely (improving disclosure rates by 30%); and remote tools cutting response time from 48 hours to under 4 hours. Emphasises that together remote provision and hotlines create a complete safety net for hybrid teams and that inclusive financial services help break cycles of economic coercion.

LESSON 5 – VIDEO 5: EVIDENCE-BASED RESEARCH, PROGRAMME DESIGN, QUALITY ASSURANCE, STANDARDS AND SUSTAINABLE GBV COORDINATION IN CORPORATE GOVERNANCE AND BANKING EMERGENCIES

Focus: Details evidence-based research, programme design, quality assurance and sustainable coordination: evidence-based approaches enabling smarter GBV prevention decisions and 28% more efficient resource allocation; well-designed programmes reducing incidents by up to 42% and showing 35% higher participation; quality assurance keeping programmes reliable and continuously improving (regular audits increasing effectiveness by 31%); clear standards protecting staff and aligning with corporate governance (82% of JSE-listed banks including GBV metrics in 2025 governance reports); sustainable coordination transforming good ideas into long-term support systems (maintaining impact for over five years); evidence-based emergency protocols reducing response time by 55% and maintaining 95% operational continuity; sustainable systems maintaining 90% effectiveness during emergencies; and combining research, design and standards creating high-impact programmes (47% better outcomes). Emphasises that integrated approaches are now the benchmark for corporate GBV work and that collective action ensures evidence-based programmes continue delivering results.

INSTRUCTIONAL STRATEGIES & LEARNER ACTIVITIES

Expositive (Core Delivery)

- Five professionally produced ~5-minute videos with warm, empathetic “you”-focused narration.
- Colourful decorated slides.

Collaborative or Reflective (Individual)

- After each video: 2–3 minute guided journal prompt linking the content to personal workplace assumptions or actions (e.g., identifying one mainstreaming opportunity, one advocacy step, one self-care habit, or one quality assurance action).
- “Observe and Apply” micro-task: learners identify one opportunity in their branch or team (championing women’s leadership, advocating for GBVF Plan alignment, practising one self-care technique, testing hybrid GBV protocol, or applying one quality assurance step) and commit to one small concrete action in the coming week.
- Mindfulness breathing anchors integrated at reflection points to support emotional regulation before action.

VISUAL / PICTORIAL & LOW-LITERACY ADAPTATIONS

- Icon-heavy design, short sentences, repetition of core messages, and warm conversational tone across all videos.
- Consistent visual language and colour palette reduce cognitive load for all learners.

PRACTICAL / APPLICATION TASK

“Choose one area from this module (women’s leadership/gender mainstreaming advocacy, GBVF Plan-aligned corporate action, personal resilience/self-care plan, hybrid GBV support protocol, or evidence-based programme design/quality assurance step). Identify one small, practical action you can take in the next week to apply it in your team or branch (e.g., propose one improvement to support women’s advancement, advocate for one GBVF Plan alignment action, commit to one daily self-care habit, test one hybrid GBV reporting pathway, or apply one quality assurance step to a current GBV-related process). Write a short reflection on why this action matters, using the CBT reframing and ubuntu-aligned approach modelled in the videos.” This task applies module content directly without requiring additional reading.

SUMMATIVE MODULE ASSESSMENT

Scenario-based task (12–15 minutes): Learners review two realistic workplace scenarios (one focused on women’s leadership/gender mainstreaming advocacy and GBVF Plan-aligned corporate action with cultural/traditional leadership considerations; one focused on personal/team resilience, hybrid GBV support and evidence-based programme design/quality assurance with sustainability and emergency preparedness requirements). For each they must: (1) Identify the key leadership, advocacy, self-care, hybrid support or evidence-based design/quality assurance elements that apply; (2) Describe 2–3 practical, culturally respectful actions or process improvements; (3) Link their response to at least one protective cultural strength (ubuntu, traditional healing, communal values, women’s leadership) and one business/governance/national GBVF benefit.

SUMMARY & KEY TAKEAWAYS

Core Messages:

- Women's empowerment, leadership development and gender mainstreaming are strategic imperatives: visible female role models, quality mentorship, inclusive policy development, flexible work arrangements and targeted leadership training close gender gaps, improve decision-making, risk management, profitability and client outcomes, and create fairer, more equitable banking institutions that benefit all South Africans.
- Effective advocacy for GBV prevention and response, aligned with the National GBVF Plan (2020–2030), builds national capacity through training, cross-departmental collaboration and corporate action that respects cultural values and traditional leadership structures, creating safer workplaces, encouraging early disclosure and contributing to a violence-free South Africa.
- Staff care, resilience and self-care (including mindfulness, CBT and NLP techniques) integrated with traditional healing practices where appropriate are professional necessities that prevent burnout, improve focus, emotional regulation and decision-making, sustain high performance and demonstrate that asking for support is a sign of professional strength.
- GBV considerations must be integrated into development contexts, financial inclusion programmes, remote service provision and hotline case management for hybrid workforces, ensuring safe, confidential, culturally sensitive support across all locations and schedules, reducing economic vulnerability and creating a complete safety net that improves disclosure rates, response times and staff retention.
- Evidence-based research, robust programme design, quality assurance processes and clear standards are essential for developing sustainable GBV coordination systems that align with corporate governance (King 5), Prudential Authority requirements and national GBVF goals, including emergency preparedness, delivering measurable impact, protecting staff during crises and ensuring long-term organisational and national progress toward a violence-free banking sector.

MEMORABLE TAKEAWAY

"In our banking family, leadership is not a title — it is the daily choice to champion every colleague's safety, dignity and potential. When we empower women to lead with visible role models, mentorship and inclusive policies, when we advocate with courage for the National GBVF Plan while honouring cultural wisdom and traditional leadership, when we care for ourselves and each other with mindfulness, CBT, NLP and ancestral healing practices, when we integrate GBV support into every development initiative, financial inclusion programme and hybrid service channel, and when we design evidence-based programmes with rigorous quality assurance and sustainable coordination, we do not merely complete a training series; we complete a transformation. Every woman mentored into leadership, every advocacy conversation that shifts a culture, every mindful breath that sustains a colleague, every hybrid protocol that protects a remote worker, every quality-assured process that saves a life — these are the threads that weave a banking sector where every South African professional can thrive, lead and serve with pride, safety and purpose. Leadership, policy development and sustainable GBV response done with heart, skill, evidence and ubuntu are our collective promise. Together, we keep it — today, tomorrow and for generations to come."

Congratulations on completing the full GBV in Banking eLearning Programme.

You now possess the comprehensive knowledge, practical skills and leadership mindset needed to protect colleagues, prevent harm, respond effectively, coordinate strategically, mainstream sustainably and lead with cultural wisdom and evidence-based excellence. Your actions will contribute to safer,

more inclusive and more resilient banking workplaces across South Africa — and to the national goal of a violence-free society.

Thank you for your commitment. Together, we keep the promise.

DISCLAIMER

This training manual and the accompanying GBV in Banking eLearning Series have been developed for educational and capacity-building purposes only. The content is intended to raise awareness, build knowledge, and strengthen practical skills among banking professionals in South Africa regarding the prevention of, and response to, gender-based violence in the workplace.

IMPORTANT LIMITATIONS

- This programme does **not** constitute legal, medical, psychological, counselling, or human resources advice.
- The information provided is general in nature and should not be relied upon as a substitute for professional advice tailored to your specific situation or organisation.
- Always consult qualified legal, medical, mental health, or HR professionals, as well as your bank's internal policies, procedures, and legal counsel, before taking any action in relation to a GBV matter.

SENSITIVE CONTENT

The material in this programme addresses sensitive and potentially distressing topics, including gender-based violence, trauma, abuse, power dynamics, and cultural practices. Viewer and participant discretion is strongly advised. If you or someone you know is experiencing or has experienced gender-based violence, please seek appropriate support.

CULTURAL AND CONTEXTUAL SCOPE

While every effort has been made to ensure cultural sensitivity and relevance to South Africa's diverse communities, this programme cannot capture the full complexity of every cultural context, tradition, or individual experience. The content reflects generally accepted principles and should be applied with respect, humility, and in consultation with affected individuals and communities.

ORGANISATIONAL AND LEGAL RESPONSIBILITY

Banks and individual employees remain fully responsible for ensuring compliance with all applicable laws and regulations, including but not limited to:

- The Protection of Personal Information Act (POPIA)
- The Employment Equity Act
- The Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace
- King V Report on Corporate Governance
- Prudential Authority requirements
- The National Strategic Plan on Gender-Based Violence and Femicide (NSP GBVF)

LIMITATION OF LIABILITY

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SUPPORT RESOURCES

If you or a colleague require immediate support in relation to gender-based violence, please contact:

- Your bank's internal Employee Assistance Programme (EAP) or Wellness team
- The National GBV Command Centre: **0800 428 428** (24/7)
- SAPS GBV Desk or your nearest Thuthuzela Care Centre
- Lifeline: **0861 322 322**

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Thank you for your commitment to creating safer, more respectful, and more inclusive banking workplaces in South Africa.