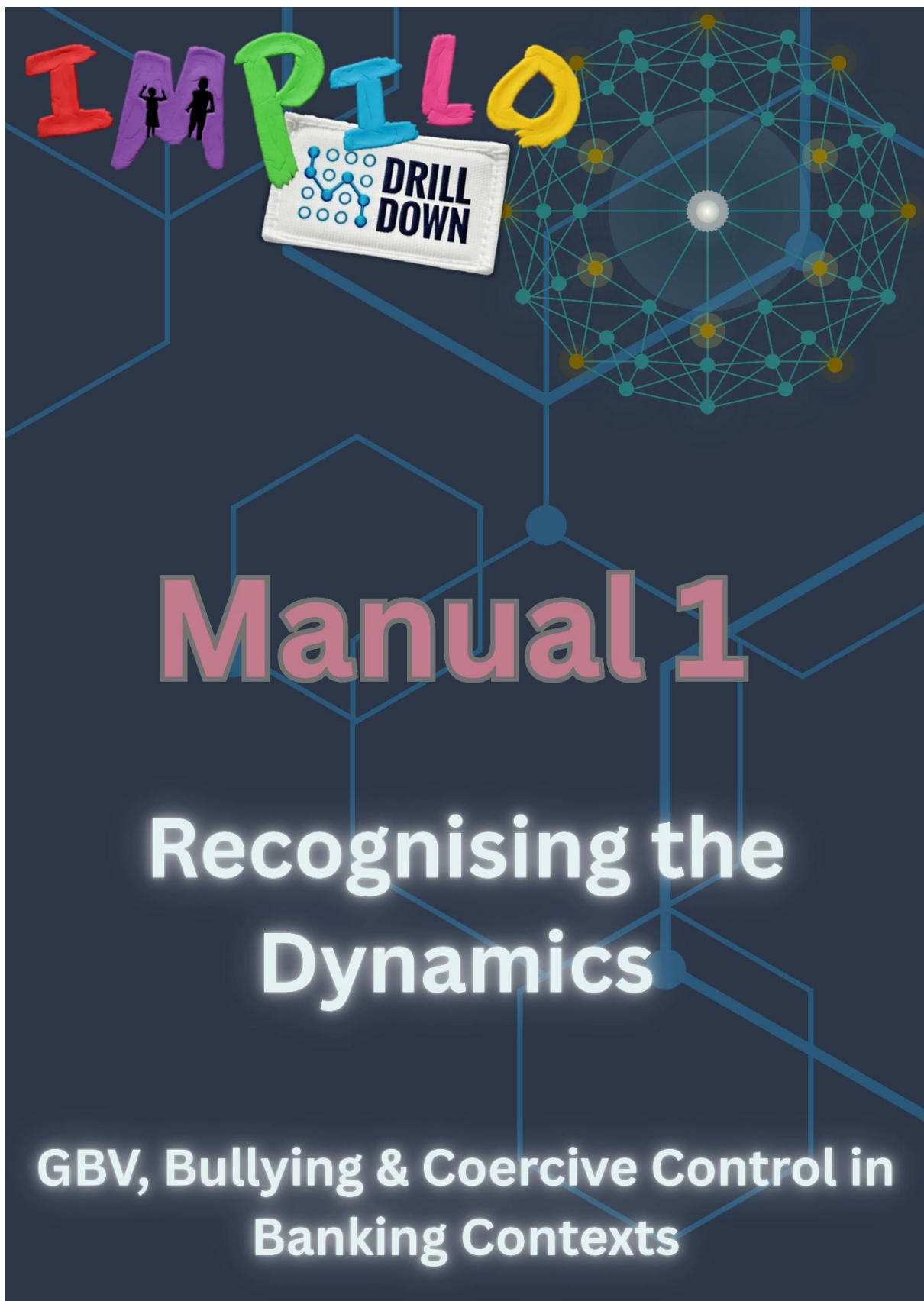


IMPILLO



Module 1

PRACTICAL SKILLS FOR SAFER WORKPLACES AND STRONGER FAMILIES



SECTION 1: DESCRIPTION OF THE MODULE'S FOCUS

In this foundational module you will build the essential skill of recognising both subtle and overt signs of gender-based violence (GBV), bullying and coercive control as they appear in everyday banking interactions. Through realistic scenarios set in branches, call centres and back-office environments, you will explore how these dynamics affect individual wellbeing, team performance and family life. You will learn to identify banking-specific warning signs and the everyday language and behaviours that reveal controlling patterns. The module empowers you to take personal responsibility for early recognition, positioning you as a capable colleague who can notice what others might miss and contribute to safer workplaces and stronger families from your very first shift.

HOW THIS MODULE BUILDS ON PREVIOUS LEARNING AND CONNECTS TO THE OVERALL PROGRAMME

As the opening module of the 12-module Skilled Bystander Intervention, Supportive Response & Safe Team Culture Building in SA Banking programme, Module 1 establishes the critical foundation of awareness and recognition that all subsequent modules build upon. It introduces the 5 D's Framework (Distract, Delegate, Document, Delay, Direct) in the context of early identification and gently weaves in practical CBT, NLP and mindfulness elements from the uKukhula coaching approach to help you notice and gently reframe unhelpful automatic thoughts such as "It's not my place" or "I might make it worse". The module connects directly to the programme's overall goals by grounding content in BASA 2023 banking workforce demographics, ensuring authentic representation across Black African, Coloured, Indian, White, female and male colleagues at all levels. It prepares you for Module 2 (psychological safety), Module 3 (upstander mindset) and the practical intervention and disclosure-response skills that follow, while supporting banks' obligations under the Employment Equity Act and the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace through proactive, skills-based prevention.

BRIEF NOTE ON THE FIVE VIDEOS AND HOW THE MANUAL SUPPORTS THEM

Module 1 contains five focused 5-minute videos that progressively develop your recognition skills: Video 1 introduces spotting patterns, Video 2 explores impacts on people and teams, Video 3 presents banking-specific warning signs across branch, call centre and back-office settings, Video 4 highlights language that reveals control, and Video 5 encourages your personal role in early recognition. This PDF Training Manual extends the video learning by providing expanded scenarios, ready-to-use reflection tools, practical checklists, additional culturally respectful examples that reflect South Africa's diverse banking workforce, and deeper application exercises. It supports your self-paced journey by offering the space to pause, practise and personalise the skills so you can move from watching to confident, everyday action in your own banking environment.

SECTION 2: LEARNING OBJECTIVES

By the end of Module 1 you will be able to:

- Identify both subtle and overt signs of gender-based violence (GBV), bullying and coercive control as they appear in everyday banking interactions across branch, call centre and back-office settings.
- Describe the impact of these dynamics on individual wellbeing, team performance, psychological safety and family life.
- Recognise banking-specific warning signs and patterns of behaviour that may indicate harm, using realistic examples drawn from frontline, remote and support-team environments.
- Detect the language, phrases and behaviours that reveal controlling or coercive dynamics in colleague and customer interactions.
- Explain your personal role and responsibility in early recognition, including how noticing and naming harmful patterns contributes to safer workplaces and stronger families.
- Apply the foundational principles of the 5 D's Framework (Distract, Delegate, Document, Delay, Direct) to support early identification and safe decision-making about when and how to respond.
- Demonstrate a shift in mindset from passive bystander to active, values-based upstander by gently challenging common unhelpful thoughts such as "It's not my place" or "I might make it worse".
- Commit to culturally respectful recognition practices that honour the diverse realities of South Africa's banking workforce (BASA 2023 demographics) while maintaining trauma-informed, survivor-centred awareness.

SECTION 3: KEY CONCEPTS SUMMARY

CORE CONCEPTS COVERED ACROSS THE FIVE VIDEOS

Module 1 builds your foundational recognition skills so you can notice harmful dynamics early, before they escalate. Across the five videos you explore what GBV, bullying and coercive control actually look like in banking settings, how these patterns affect people, teams and families, the specific warning signs that appear in branches, call centres and back-office environments, the everyday language that reveals control, and the personal responsibility you hold as a colleague who can make a difference through early, values-based awareness. This creates the essential starting point for the entire programme's journey from recognition to confident upstander action.

KEY DEFINITIONS AND PRINCIPLES

GBV, BULLYING AND COERCIVE CONTROL

Any behaviour that undermines a person's safety, dignity or sense of control at work. In banking this can include controlling language, exclusion, intimidation, undermining or misuse of power in colleague or customer interactions. Simple explanation: Patterns that make someone feel unsafe, small or powerless, whether obvious or hidden.

SPOTTING THE PATTERNS

Learning to notice both overt (clear, direct) and subtle (indirect, gradual) signs of harm. This includes changes in behaviour, body language, tone, team dynamics and withdrawal. Simple explanation: Training your eyes and awareness to see what is really happening beneath the surface of daily interactions.

IMPACT ON PEOPLE, TEAMS AND FAMILIES

These dynamics do not stay contained at work. They affect individual mental health and performance, erode team trust and psychological safety, and can spill into home life, influencing family stress, parenting and children's sense of security. Simple explanation: Harm at work ripples outward, touching colleagues' families and the next generation.

BANKING-SPECIFIC WARNING SIGNS

Unique pressures in each banking environment create particular patterns: high-visibility fast pace in branches, emotional labour and isolation in call centres, and exclusion or undermining in back-office and support teams. Simple explanation: Context matters - the same behaviour can look different depending on whether you are at a counter, on a headset or in an open-plan office.

LANGUAGE THAT REVEALS CONTROL

Certain repeated phrases, tones, interruptions, "jokes" or put-downs signal coercive dynamics. Recognising these early gives you the information needed to choose a safe, supportive response. Simple explanation: Words and how they are used can reveal control long before physical or obvious harm appears.

YOUR ROLE IN EARLY RECOGNITION

You are not expected to solve every situation or be a hero. Your role is to notice, stay present, and contribute to a culture where harmful patterns are not ignored or normalised. This is the first, most powerful step toward becoming a skilled upstander. Simple explanation: Recognition itself is an act of care and responsibility.

FOUNDATIONAL UKUKHULA INTEGRATION (CBT, NLP & MINDFULNESS)

- CBT: Gentle "thought checks" to notice and soften unhelpful automatic thoughts such as "It's not my place" or "I might make it worse".
- NLP: Simple reframing language that turns hesitation into values-based intention ("I want to keep our team safe").
- Mindfulness: Brief grounding moments (one conscious breath) before deciding how to respond, helping you stay calm and present.

CONNECTION TO THE 5 DS FRAMEWORK

Early recognition gives you the clarity needed to choose the most appropriate strategy from the 5 D's (Distract, Delegate, Document, Delay, Direct) when the moment arises. Recognition is the foundation that makes safe, proportionate intervention possible.

SECTION 4: PRACTICAL TOOLS & SCRIPTS

This is the most practical section of the manual. The tools below are designed for busy banking environments and can be used immediately. They help you notice more clearly, manage your own thoughts and reactions, and take small, safe first steps when you recognise harmful patterns. All tools are trauma-informed, culturally respectful and aligned with the 5 D's Framework.

TOOL 1: QUICK GROUNDING BEFORE YOU NOTICE (MINDFULNESS – 20–30 SECONDS)

Use this brief reset when you sense something is off but want to stay calm and present before deciding what to do.

Try This – One-Minute Reset

1. Feel your feet on the floor.
2. Take one slow breath in through the nose and out through the mouth.
3. Silently say to yourself: “I am here. I can notice without having to fix everything right now.”
4. Look around once with soft eyes.

This simple practice helps you stay regulated so your recognition stays clear and compassionate rather than reactive.

TOOL 2: THOUGHT CHECK – CBT REFRAME FOR RECOGNITION BARRIERS

Many colleagues notice something but hesitate because of automatic thoughts. Use this quick check to move from hesitation to clarity.

Common Unhelpful Thought → Helpful Reframe

Unhelpful Thought	Helpful Reframe (You Can Say to Yourself)
“It’s not my place.”	“Keeping our team safe is everyone’s place.”
“I might make it worse.”	“Small, respectful noticing often prevents things getting worse.”
“I don’t have enough proof.”	“I don’t need proof to notice a pattern. I can stay curious and document what I see.”
“What if I’m overreacting?”	“My gut is giving me information. I can check it calmly.”
“It’s probably nothing.”	“Even small patterns deserve attention. Early recognition matters.”

TOOL 3: LANGUAGE THAT REVEALS CONTROL – SPOTTING CHECKLIST

Use this checklist when you hear repeated phrases or tones that feel controlling. Tick what you notice.

- Repeated “jokes” or comments that put someone down in front of others

- “You always...” or “You never...” statements that dismiss the other person
- Interrupting or talking over someone consistently
- “I’m only saying this for your own good...” followed by criticism
- Controlling tone or volume that changes when a manager is nearby
- Public humiliation disguised as “feedback”
- Withholding information or excluding someone from decisions that affect their work
- Excessive monitoring or questioning of someone’s whereabouts or work

When you notice two or more of these regularly, it is worth paying closer attention and considering a low-risk response.

TOOL 4: BANKING CONTEXT WARNING SIGNS – QUICK REFERENCE BRANCH (HIGH-VISIBILITY, FAST PACE)

Watch for: Sharp tone at the counter in front of customers, public corrections, or colleagues being spoken over during busy periods.

Call Centre (Emotional labour, isolation)

Watch for: Headset colleagues being criticised loudly, sudden withdrawal after difficult calls, or team members being left out of quick debriefs.

Back-Office & Support Teams

Watch for: Credit or ideas being claimed by others, exclusion from meetings or chats, or subtle undermining in emails and group messages.

TOOL 5: WHEN YOU NOTICE SOMETHING – SIMPLE FIRST STEPS DECISION FRAMEWORK

Use this short sequence the moment you sense a pattern.

Step 1: Pause & Ground (Use Tool 1)

Step 2: Thought Check (Use Tool 2) – Ask: “What thought is coming up for me right now?”

Step 3: Name What You Noticed (Internally) Silently or in a private note: “I noticed [specific behaviour or language] at [time/context]. It felt [controlling / excluding / undermining].”

Step 4: Choose a Low-Risk First Action

- Speak to the person privately and gently (if safe and appropriate)
- Check in with the affected colleague later (Delay strategy)
- Speak to a trusted team leader or HR (Delegate)
- Make a factual note for your own record (Document)

You do not have to do everything at once. Starting with recognition and one small, safe step is enough.

You Can Say – Gentle Checking-In Phrases (Low-Risk)

Use these when you want to offer quiet support after noticing something:

- “I noticed you seemed quiet after that meeting. Is everything okay?”
- “That comment earlier didn’t sit right with me. How are you feeling about it?”
- “I’ve seen a few things that made me wonder if you’re okay. I’m here if you want to talk.”
- “You handled that situation really well. I just wanted to say I saw how professional you stayed.”

You Can Say – Naming a Pattern Safely (When Appropriate)

- “I noticed we’ve been interrupting each other a lot in huddles. Can we slow down so everyone gets heard?”
- “That kind of comment makes the team feel smaller. Let’s keep our feedback respectful.”
- “I’ve noticed some patterns that don’t feel fair. Can we talk about how we support each other here?”

TOOL 6: YOUR PERSONAL RECOGNITION COMMITMENT (NLP-STYLE ANCHOR)

Choose one short phrase and repeat it quietly to yourself when you want to step into your upstander role:

Try This Self-Talk Anchor “I notice with care. I respond with courage. I protect dignity here.”

Say it once before a shift, after a difficult interaction, or when you feel hesitation rising. Over time this simple anchor helps the recognition mindset become automatic and values-driven.

These tools are designed to be used lightly and often. You do not need to apply every tool in every situation. Start with the ones that feel most natural to you. Consistent small acts of recognition are what build safer teams and stronger families over time.

SECTION 5: EXPANDED SCENARIO LIBRARY

These expanded scenarios go beyond the examples shown in the five videos. They are designed to help you practise recognition in realistic banking situations. Each scenario shows subtle and overt signs of harmful dynamics, followed by possible responses with analysis and recommended language or actions you can use immediately.

Scenario 1: Branch Counter – Public Correction in Front of a Customer Brief Context: At Hope Bank’s Rustenburg branch during a busy Friday morning, a junior teller (Black African woman, early 30s) is serving a long queue. A more senior teller (White woman, mid-50s) stands beside her.

What Happened: The senior teller suddenly says loudly in front of the customer, “You always get the deposit slips wrong. How many times do I have to show you?” The junior teller goes quiet, her shoulders drop, and she avoids eye contact for the rest of the transaction. The customer looks uncomfortable.

Possible Responses

- Less effective: The colleague at the next station hears it but thinks, “It’s not my place. They’re both senior to me in experience.” She stays silent and later tells herself it was probably just stress.
- More effective: Another teller notices the sharp tone and the junior colleague’s immediate withdrawal. She quietly grounds herself with one breath, then decides to check in later.

Recommended Language or Actions

After the customer leaves, she approaches the junior teller privately and says: “I noticed that comment earlier about the slips. It didn’t feel fair. Are you okay?”

She also makes a short factual note for herself: “10:15 – Senior teller publicly criticised junior at counter in front of customer using ‘you always’ language. Junior went quiet.” This supports the Document strategy of the 5 D’s while staying low-risk.

Scenario 2: Call Centre – Loud Criticism in the Pod Brief Context: At Peace Bank’s contact centre in Johannesburg, during a high-volume shift, a team leader (Coloured man, late 30s) walks through the pod while agents are on calls.

What Happened: He stops behind one agent (Indian South African woman) and says loudly enough for nearby colleagues to hear, “Your handle time is terrible again. I don’t know why you can’t get this right.” The agent finishes her call, removes her headset, and stares at her screen without speaking. Two other agents exchange glances but say nothing.

Possible Responses

- Less effective: One nearby agent thinks, “He’s the team leader. If I say something it will just cause drama.” She puts her headset back on and avoids looking over.
- More effective: Another agent notices the public criticism and the affected colleague’s frozen response. She uses the quick grounding tool, then chooses to check in after the shift.

Recommended Language or Actions

Later in the break area she says quietly: “I heard what was said about your handle time. That felt harsh. How are you holding up?”

She also considers the Delegate option by noting she could speak to HR or a more senior manager if the pattern continues, while first offering immediate human support.

Scenario 3: In-Person Team Meeting – Idea Claiming and Exclusion Brief Context: At Ubuntu Bank’s operations team meeting in Cape Town, eight colleagues sit around a table. A junior analyst (Black African woman, mid-20s) suggests a small process improvement.

What Happened: She shares her idea clearly. The meeting moves on without comment. Ten minutes later a senior manager (White man, early 50s) presents almost the same idea as his own and receives praise. The junior analyst looks down and stops contributing for the rest of the meeting. Two colleagues notice but stay silent.

Possible Responses

- Less effective: One colleague thinks, “She’s junior. Maybe she should speak up more.” He stays quiet to avoid tension with the senior manager.
- More effective: Another colleague recognises the pattern of the idea being ignored then claimed. She uses a thought check (“This isn’t nothing – it’s a recognition moment”) and decides on a low-risk action.

Recommended Language or Actions

After the meeting she speaks to the junior analyst privately: “I liked the process idea you shared earlier. I noticed it came up again later. Just wanted to say I heard you the first time.”

She also documents the pattern in her personal notes with date and context, keeping the option open to raise it supportively with the team leader if it repeats.

Scenario 4: Hybrid Meeting – Repeated Talking Over and Undermining Brief Context: Impilo Bank’s credit team holds a hybrid weekly catch-up. Some colleagues are in the office, others on Teams from home or other branches.

What Happened: A mid-level risk officer (Black African man, early 40s) is presenting on screen. Every time he tries to speak, a senior colleague (Indian South African woman) talks over him or says, “Let’s park that for now, we need to move on.” His camera stays on but he becomes visibly smaller in posture and stops offering input. Other participants notice the pattern but no one intervenes.

Possible Responses

- Less effective: One remote colleague thinks, “This is awkward on camera. Better not to get involved.” She stays on mute.
- More effective: Another participant recognises the repeated interruption as a control pattern and the visible effect on the presenter. She grounds herself briefly then uses the chat function supportively.

Recommended Language or Actions

She types in the chat (visible to all): “Just want to make sure we hear the full update from [Name] on the risk items – it sounded important.”

After the meeting she messages the affected colleague privately: “I noticed you were being cut off a few times. That must have been frustrating. Are you okay?” This uses the Delay strategy while offering immediate recognition and support.

Scenario 5: Back-Office – Consistent Exclusion from Information Brief Context: At Trust Bank’s reconciliation team in Durban, a small group of five colleagues work in an open-plan area. One team member (Coloured woman, late 20s) has recently returned from maternity leave.

What Happened: Important process changes and quick updates are repeatedly shared in a small WhatsApp group that excludes her, or discussed in “quick huddles” when she is at her desk but not invited. She starts missing deadlines and appears stressed. A colleague who sits nearby notices the pattern of exclusion but has not said anything.

Possible Responses

- Less effective: The nearby colleague assumes, “Maybe she’s just struggling with the return to work. Not my business.” She continues working without comment.
- More effective: She recognises the exclusion pattern and its impact on performance and wellbeing. She uses a thought check and chooses a supportive, low-risk action.

Recommended Language or Actions

She approaches the excluded colleague at the end of the day and says: “I’ve noticed you haven’t been included in some of the quick updates lately. That must be making things harder. Is there anything I can help pass on or clarify for you?”

She also makes a private factual note of the dates and missed information, keeping the Document option available if the pattern continues and needs to be raised with a team leader.

These scenarios show that recognition often begins with quiet noticing, a grounded thought check, and one small, respectful action. You do not need to solve every situation. Consistent recognition itself changes culture over time.

SECTION 6: APPLICATION & REFLECTION

This section helps you move from learning to real-life application. The prompts are designed to be trauma-informed, empowering and practical. Take your time. There are no perfect answers - only honest reflection and small steps forward.

Reflection Prompts

Use these after completing the videos and working through the tools and scenarios. Write your thoughts privately or discuss them with a trusted colleague.

- What stood out most for you about how GBV, bullying and coercive control can appear in everyday banking interactions?
- Which banking-specific warning signs (branch, call centre or back-office) felt most relevant to your own environment?
- How did it feel to consider the ripple effect these dynamics can have on colleagues’ families and wellbeing?
- Which unhelpful thought (“It’s not my place”, “I might make it worse”, etc.) have you noticed in yourself before, and how might the thought-check tool help you next time?
- What does “early recognition” mean to you personally now that you have worked through this module?
- Which of the five videos or scenarios challenged or strengthened your view of your own role in creating safer teams?

Pause and Consider Questions

Use these short pauses while reading the manual or after watching a video. They help you stay present and connect the content to your own experience.

- Pause and consider: When you notice a pattern that doesn't feel right, what is the first thing you usually tell yourself?
- Pause and consider: In your current team or environment, which small behaviours might be easy to overlook but could still affect psychological safety?
- Pause and consider: How might your cultural background or communication style influence the way you notice and respond to these dynamics?
- Pause and consider: What would it feel like to give yourself permission to notice without having to "fix" everything immediately?

Personal Application Questions

These questions help you turn insight into action in your own banking role.

- Think of one recent interaction (in a branch, on a call, in a meeting or on Teams) where something felt slightly off. What might you notice differently now?
- What is one situation in the coming week where you could practise the quick grounding tool before deciding how to respond?
- Which "You Can Say" phrase from the Practical Tools section feels most natural for you to try first?
- If you recognised a controlling pattern involving someone more senior than you, what low-risk first step feels possible and safe?
- What is one small commitment you are willing to make to yourself about early recognition this month?

Team Discussion Starters

Managers and team leaders can use these questions in team meetings, huddles or one-on-ones to build shared language and psychological safety. Keep the tone supportive and non-blaming.

- As a team, what are some subtle behaviours we sometimes see that might affect how safe people feel speaking up?
- How can we make it easier for colleagues to notice and name patterns early without fear of drama or retaliation?
- What would it look like for us to support each other when someone is being publicly corrected or excluded?
- Which of the recognition tools (grounding, thought check, or simple check-in phrases) could we start practising together?
- How might we gently remind each other that noticing harmful patterns is part of protecting our team and the families we go home to?

You have now completed the core learning of Module 1. Recognition is the first, most powerful step in becoming a skilled upstander. The tools, language and awareness you have gained here will serve you in every module that follows. Take one small action this week. That is how safer workplaces and stronger families are built - one noticed moment at a time.

SECTION 7: QUICK REFERENCE TOOLS

These one-page style job aids are designed to be printed, saved on your phone, or kept at your desk. Use them as quick reminders during or after your shift.

QUICK REFERENCE TOOL 1: RECOGNITION CHECKLIST – WHAT TO NOTICE

Tick what you observe. Two or more regular patterns deserve closer attention.

Common Signs Across All Banking Areas

- Repeated “you always / you never” statements
- Public corrections or humiliation
- Controlling tone or volume that changes when managers are present
- Consistent exclusion from information, chats or decisions
- Ideas ignored then claimed by someone else
- Excessive monitoring or questioning of someone’s work or whereabouts

Branch Specific – Sharp tone at counter in front of customers, colleague going quiet after public comment.

Call Centre Specific – Loud criticism in the pod, agent freezing or withdrawing after a call.

Back-Office / Team Specific – Being left off emails or “quick huddles”, subtle undermining in messages.

QUICK REFERENCE TOOL 2: GROUNDING IN 30 SECONDS (MINDFULNESS)

Use before you decide how to respond.

1. Feel your feet on the floor.
2. One slow breath in through the nose, out through the mouth.
3. Silently say: “I am here. I can notice without having to fix everything right now.”
4. Look around once with soft eyes.

QUICK REFERENCE TOOL 3: THOUGHT CHECK CARD (CBT)

When hesitation appears, use this immediately.

Unhelpful Thought	Helpful Reframe (Say to Yourself)
"It's not my place."	"Keeping our team safe is everyone's place."
"I might make it worse."	"Small, respectful noticing often prevents things getting worse."
"I don't have enough proof."	"I don't need proof to notice a pattern. I can stay curious."
"What if I'm overreacting?"	"My gut is giving me information. I can check it calmly."
"It's probably nothing."	"Even small patterns deserve attention. Early recognition matters."

QUICK REFERENCE TOOL 4: KEY PHRASES SUMMARY – YOU CAN SAY

Keep these ready for low-risk moments.

Gentle Check-In Phrases

- "I noticed that comment earlier. It didn't sit right with me. Are you okay?"
- "You seemed quiet after that meeting. Is everything all right?"
- "I've seen a few things that made me wonder if you're okay. I'm here if you want to talk."

Naming a Pattern Safely

- "I noticed we've been interrupting each other. Can we slow down so everyone gets heard?"
- "That kind of comment makes the team feel smaller. Let's keep our feedback respectful."

Self-Talk Anchor (NLP)

Repeat quietly when you want to step into your role: "I notice with care. I respond with courage. I protect dignity here."

QUICK REFERENCE TOOL 5: WHEN YOU NOTICE SOMETHING – SIMPLE DECISION STEPS

Use this short sequence the moment you sense a pattern.

Step 1 – Pause & Ground (use Tool 2)

Step 2 – Thought Check (use Tool 3)

Step 3 – Name What You Noticed (internally or in a private note)

Step 4 – Choose One Low-Risk Action:

- Check in privately later (Delay)



- Speak to a trusted team leader or HR (Delegate)
- Make a factual note for yourself (Document)
- If safe and appropriate, speak up calmly in the moment (Direct)

You do not have to do everything. One grounded, values-based step is enough.

QUICK REFERENCE TOOL 6: YOUR PERSONAL RECOGNITION COMMITMENT

Choose one phrase and keep it visible or repeat it daily:

“I notice with care. I respond with courage. I protect dignity here.”

Print this page or save it as a favourite on your device. These tools are designed to fit into the busiest banking shifts while keeping you calm, clear and effective.

SECTION 8: RESOURCES & SIGNPOSTING

You are not expected to handle everything alone. Recognition is powerful, but support is always available when patterns feel heavy or when you or a colleague need further help. This section provides clear pathways for internal and external support.

Internal Bank Resources

Every bank has support systems in place. Use them without hesitation:

- **Employee Assistance Programme (EAP):** Confidential counselling and support for you and your immediate family. Contact details are usually on your intranet, payslip, or HR portal.
- **HR and Employee Wellbeing Teams:** For guidance on policies, reporting channels and next steps.
- **Harassment and Grievance Reporting Channels:** Formal pathways protected under the Employment Equity Act and your bank’s Harassment Policy. Reports can often be made anonymously.
- **Transformation and Ethics Offices:** Many banks have dedicated teams focused on psychological safety, inclusion and ethical culture.
- **Line Manager or Team Leader:** For immediate, supportive conversations when appropriate.

Check your bank’s intranet or staff handbook for the most up-to-date contact numbers and processes. You are encouraged to use these resources early - seeking support is a sign of strength, not weakness.

External Support Resources When additional or independent support is needed:

- **TEARS Foundation:** Specialised support for gender-based violence, including counselling, legal advice and safe referral. Helpline available 24/7.
- **National GBV Command Centre:** Government-supported helpline for immediate assistance, information and referrals. Dial 0800 428 428 (or 1207867# from a cell phone).

- **Other trusted organisations:** Your bank's EAP may also have partnerships with external GBV and trauma support services. Ask HR or your wellbeing team for the latest approved list.

These services are confidential and survivor-centred. You can reach out on behalf of yourself or to support a colleague.

Related Programme Modules & Resources

Module 1 is the foundation. Continue your learning with:

- **Module 2: Building Psychological Safety in Banking Teams** – Learn how to strengthen the environment where people feel safe to speak up.
- **Module 3: The Upstander Mindset** – Move from recognition to confident, values-based action.
- **Module 4 & 5: Responding to Disclosures** – Practical skills for listening, believing and supporting colleagues who share their experiences.
- **Full 12-Module Programme:** The complete Skilled Bystander Intervention, Supportive Response & Safe Team Culture Building in SA Banking programme builds progressively from recognition to sustained team culture change.
- **uKukhula Coaching Resources:** Additional grounding, thought-check and self-care tools available through your bank's wellbeing programme or the Impilo partnership materials.

Keep this manual accessible. Revisit the Quick Reference Tools (Section 7) whenever you need a fast reminder.

ENCOURAGING CLOSING MESSAGE

You have completed Module 1. By learning to recognise the dynamics of GBV, bullying and coercive control, you have taken the most important first step toward becoming a skilled upstander.

Every time you notice a pattern, check your thoughts, ground yourself and choose even one small, respectful action, you are protecting dignity, strengthening your team and contributing to safer families. You do not have to be perfect. You only have to be present and willing.

The journey continues. The skills you have gained here will serve you in every module ahead and in every interaction at work. You are part of building workplaces where everyone can contribute fully - and families that feel safer because of it.

Thank you for showing up. Keep noticing. Keep caring. You are already making a difference.

