



QNB Türkiye Guide to Combating Domestic Violence





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Introduction

This Guide has been prepared by QNB Türkiye within the scope of the Business Against Domestic Violence (BADV) Project, in collaboration with the Corporate Governance Forum of Sabancı University.

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What is BADV?

Business Against Domestic Violence (BADV) is an initiative developed by the Corporate Governance Forum of Sabancı University in 2013 to raise awareness of the impact of domestic violence on working life and to support companies in establishing institutional support mechanisms in this area.

The initiative aims to foster a workplace culture based on a zero-tolerance approach to violence, promote the full and effective participation of employees affected by domestic violence particularly women in working life, and encourage the adoption of policies and best practices for preventing and responding to domestic violence.

As a significant step towards ensuring the sustainability of the Business Against Domestic Violence initiative, the Business Against Domestic Violence Network (BADV Network) was established in 2022 under the hosting of TÜSİAD, with the support of UNFPA and the Sabancı Foundation. The network was created to strengthen collaboration among nearly 100 companies that have participated in the initiative at various stages, while enhancing peer learning,

inspiration, and knowledge sharing among member companies.

Companies that successfully complete the BADV project cycle are eligible to become members of the BADV Network.

BADV: Our Partner in Transformation

At QNB Türkiye, we view BADV and its stakeholders as trusted partners in our journey to prevent and respond to domestic violence. BADV's expertise and guidance have made a significant contribution to strengthening our policies on combating domestic violence and enabled us to create a safe, violence-free workplace environment for our employees. Their support has enabled us to strengthen our policies on violence prevention and response, while enhancing the range of support mechanisms available to our employees. This collaboration continues to inspire us on our journey to build a QNB Türkiye culture where everyone is treated with respect, feels safe, and is empowered to realize their full potential. Together with BADV, we embrace a zero-tolerance approach to all forms of violence and place the safety and well-being of our employees above all else.



Breaking the silence: QNB Türkiye Guide to Combating Domestic Violence

Gender equality is a fundamental human right that ensures individuals have equal rights, opportunities, and access to resources regardless of their gender. At QNB Türkiye, we pledge not only to advocate for this principle but also to put it into practice. Our Gender Equality Guide sets out our approach, commitments, and initiatives in this area in detail.

Unfortunately, gender-based violence, one of the most severe manifestations of gender inequality, remains a major challenge both globally and in Türkiye. Affecting women, men, children, and individuals of all gender identities, such violence undermines their physical, emotional, and social integrity and well-being.

The scale of domestic violence against women in Türkiye is clearly illustrated by the findings of the Research on Domestic Violence Against Women in Türkiye. The fact that 89% of women who experience physical and/or sexual violence do not seek assistance from any institution, while those who do often encounter inadequate support, highlights the depth and complexity of this societal issue.

The prevalence of violence against women is similarly alarming worldwide. According to data from the World Health Organization (WHO), approximately one in three women globally (30%) experiences physical and/or sexual intimate partner violence, or sexual violence perpetrated by someone other than an intimate partner, at some point during her lifetime.

At QNB Türkiye, we recognize our responsibility to help change this reality, as we firmly believe that a society free from violence can only exist where gender equality is fully realized. Guided by

this belief, we acknowledge the importance of establishing and expanding accessible support mechanisms that enable all individuals to seek help in a safe and secure environment.

The QNB Türkiye Guide to Combating Domestic Violence is one of the outcomes of our long-standing efforts in this field. Through this Guide, we aim to support individuals who have experienced or are at risk of domestic violence, raise awareness, and encourage more people to seek help, ultimately breaking the silence reflected in the 89% who never report violence. Beyond serving as a practical resource in combating domestic violence, this Guide should also be regarded as a reflection of our unwavering commitment to gender equality.

Together, we can raise awareness. Together, we can drive change.



Gender Equality and the Fight Against Violence is a Strategic Responsibility

Yeliz Ataay Arıkök, Chair of the Sustainability Committee, Head of Treasury Sales, International Banking and Sustainability



At QNB Türkiye, we regard gender equality and combating violence as a fundamental human rights issue that requires not only individual commitment but also institutional responsibility. With more than 14,000 employees across QNB Türkiye and its subsidiaries, and millions of customers, we recognize our ability to create a meaningful social impact in Türkiye. As a corporate stakeholder, we therefore believe that contributing to social transformation is not only an opportunity but also a historical responsibility.

The QNB Türkiye Guide to Combating Domestic Violence is a tangible reflection of this commitment and an important milestone in our ongoing efforts. Through this Guide, we aim not only to raise individual awareness but also to remind our employees of their responsibility to recognize and respond to violence in their surroundings, because every individual who recognizes violence, speaks up, and chooses to be part of the solution becomes a catalyst for transformation. At the same time, we believe that gender equality and combating violence are not solely matters of individual awareness; they are also strategic responsibilities that organizations must embrace to achieve sustainable success.

At the institution I lead, I believe that fostering an inclusive and safe workplace is not only an ethical imperative but also a business necessity. Our corporate responsibility extends beyond ensuring equal opportunities for our employees; it also requires us to play an active role in driving social transformation. That is why implementing policies that promote equality and fostering a role model corporate culture are among the cornerstones of our leadership.

In this regard, I would like to emphasize that we see the QNB Türkiye Guide to Combating Domestic Violence not merely as a document that sets out our internal policies, but as a transformative resource that will help guide and inspire the financial sector. As an institution that reaches millions, we believe we have a responsibility to contribute to social well-being and equality.

“Real Change Begins When We Speak Up Together”

Remaining silent in the face of society's most pressing challenges is incompatible with true leadership. Recognizing our sphere of influence and taking action accordingly is a defining responsibility of leadership. Breaking the silence and driving change, together with our employees and with courage, will enable us to become pioneers of transformation.

At QNB Türkiye, we are committed not only to driving change within our organization but also to contributing to transformation across society. I hope this Guide will inspire our employees and all our stakeholders to break the silence and become catalysts for change. True transformation begins when we speak up together. I firmly believe that, by starting at our own doorstep, within our own organization, we can pave the way for sustainable change that inspires both our sector and society.



“This Guide Draws Its Strength from Sincerity and Determination”

Cenk Akıncılar Executive Vice President Human Resources



our employees. I can confidently say that both this commitment and the way we manage this process are an integral part of our corporate culture. When people feel safe, their engagement, commitment, and productivity naturally grow.

“This Guide Is More Than a Corporate Document; It Should Be a Living Force for Change”

For this Guide to achieve long-term social transformation rather than merely raising short-term awareness, sustainability and internalization are essential. However, a guide alone is not enough; it must be kept alive through continuous dialogue and applied through/with internalization. As highlighted in the QNB Türkiye Guide to Combating Domestic Violence, lasting impact can only be achieved through leadership commitment, employee engagement, and measurable actions. Training, monitoring mechanisms, open communication, and decisive leadership are fundamental to this process. This Guide draws its strength from sincerity and determination. As part of the financial sector, banks have the power not only to shape the economy but also to influence society, given the responsibilities they bear toward the communities they serve. It is therefore essential for every organization to embrace a role that promotes social benefit, creates value, and raises awareness. Recognizing this responsibility, acting collectively, and demonstrating a shared commitment are of critical importance. Such a commitment can also inspire other organizations to take action.

For me, leadership is about fostering trust, compassion, hope, and stability. We embrace and promote the principles of servant leadership, an approach built on appreciation, listening, understanding, and enabling others to grow.

Listening to understand, encouraging others, helping people feel valued, and cultivating a psychologically safe environment are all essential. I can confidently say that this Guide contributes to fostering such an environment and clearly conveys to our employees that we stand by them at all times.

At QNB Türkiye, we believe that our responsibility extends beyond financial performance to creating a meaningful social impact. As emphasized by the core principle of the BADV Project, the business community can no longer remain a passive observer in advancing gender equality and combating domestic violence; it must play an active role. The QNB Türkiye Guide to Combating Domestic Violence reflects our institutional commitment in this regard. It also builds upon our previously published Gender Equality Guide. I firmly believe that this Guide will raise awareness among our employees, broaden their perspectives, and foster a shared sense of responsibility.

More importantly, this Guide goes beyond demonstrating what we believe in; it serves as a roadmap for how we put those beliefs into action. If every voice has the power to spark change, then this Guide will be far more than a corporate document. It will become a living resource that creates meaningful impact touching both our own lives and the communities around us. I believe leadership is not only about delivering business results, but also about representing the values we stand for. We recognize the importance of leading by example as individuals while establishing the systems and culture needed to sustain that commitment as an organization. Within the framework established by this Guide, we foster a safe, inclusive, and supportive work environment for



“Sustainable Well-Being and Prosperity Are Only Possible Through Equality in Every Aspect of Life”

**Sercan Kisas Chief Internal Control and Compliance Officer.
Internal Control and Compliance Department**



institutions that share this vision. Prepared with a steadfast commitment to combating domestic violence and a zero-tolerance approach to violence, we hope that the QNB Türkiye Guide to Combating Domestic Violence will inspire and empower not only our employees but also the wider business community and society as a whole.

“Combating Domestic Violence Is Both a Corporate and a Societal Responsibility”

At QNB Türkiye, we believe that leaders play a vital role in shaping the future through their ability to look beyond the horizon, while carrying the responsibility of leaving a world of peace and well-being for future generations.

We also recognize that sustainable prosperity and well-being can only be achieved in societies where gender discrimination has no place and equality is upheld in every aspect of life.

“It Is Our Hope That the BADV Guide Will Inspire the Entire Sector and Society”

As an institution, we believe that taking a leading role in combating domestic violence rooted in gender inequality is both a corporate and a societal responsibility. We also believe that the goal of building a healthy and prosperous society can only be achieved through the collective commitment of



“Eliminating Violence Is One of the Fundamental Conditions for Building a Just and Livable Society”

**Ali Yılmaz, Executive Vice President,
Legal Department**



I believe this Guide will make a significant contribution to fostering a safe and supportive working environment while providing meaningful support to colleagues who have experienced or are at risk of experiencing domestic violence. It will also help raise awareness that violence extends beyond physical abuse, improve understanding of its various forms, encourage preventive action before violence occurs, and ensure that all employees regardless of gender, know how to access support in the workplace if they experience violence.

Prepared to offer our employees far more than a case-specific point of reference, this Guide will, I believe, play an important role in helping them integrate into their daily lives the principles embraced by both QNB Türkiye and each of us personally gender equality, personal safety, and zero tolerance for violence.

“With This Guide, We Say “No” to All Forms of Violence Together”

I believe that change and transformation are building blocks of progress for individuals, organizations, and society. Through this Guide, we enable our colleagues to access support mechanisms with confidence, while standing together against all forms of violence. On a personal level, I recognize that one of my foremost responsibilities is to foster a safe, respectful, inclusive, and equitable working environment for the members of my team.

I would also like to take this opportunity to extend my sincere thanks to all QNB Türkiye employees who contributed to the development and implementation of this Guide.

Gender equality is a fundamental human right that guarantees every individual, regardless of gender, equal rights and opportunities, and one that must be protected under the constitutional framework. Domestic violence is among the most widespread and devastating violations of this fundamental right.

There is no doubt that eliminating violence is one of the fundamental prerequisites for building a just and livable society. Protecting these rights, which occupy the highest place in the hierarchy of legal norms, requires not only individual commitment but also the active engagement of institutions in advancing gender equality and combating domestic violence.

At QNB Türkiye, supporting the well-being and productivity of our employees, contributing to social transformation, promoting women's participation in the workforce, and ultimately strengthening women's economic empowerment are among our core missions.

The QNB Türkiye Guide to Combating Domestic Violence stands as an important expression of this commitment.



“This Guide Should Be the Starting Point for Small Yet Meaningful Changes in Our Workplace and Our Lives”

Armağan Engel
Director Communications



than simply read this Guide. We encourage them to make it part of their own journey and contribute their own experiences, because real change begins with the courage of individuals.

Providing an environment where our employees feel safe, heard, and supported is a fundamental part of who we are. By fostering such a culture, we build a stronger organization in every respect from employee engagement to innovation. To eliminate gender discrimination in the workplace and make equality a lasting principle, we previously published our Gender Equality Guide. We also demonstrated our commitment on the international stage by being included in the Bloomberg Gender-Equality Index.

I believe that the QNB Türkiye Guide to Combating Domestic Violence is far more than a written document. It is the starting point for small yet meaningful changes in our workplace and our daily lives, as well as a roadmap for the journey ahead. Every act of support we extend to a colleague, every word of encouragement we offer, and every contribution we make to shaping our policies becomes part of a much greater transformation.

“Change Begins with Breaking Taboos and Speaking Up”

Leadership is not only about providing direction; it is also about acting in accordance with the values we uphold. Personally, I believe that the words I choose, the decisions I make, and the example I set each day have the power to make a difference. Standing for equality and justice is not merely a matter of words, it is a matter of action.

That is why we hope our employees will do more

“Sometimes, All You Need to Do Is Speak Up”

Real change, however, does not happen overnight. Speaking up alone is not enough; we must also build and sustain a culture that supports it. To achieve this, I believe there are three fundamental elements.

First, we must ensure continuous awareness and education. We cannot allow these issues to be discussed once and then forgotten. Regular training sessions, workshops, and opportunities for open dialogue must become an integral part of our workplace culture.

Second, we need strong policies backed by meaningful action. Support mechanisms must be built on solid foundations, and our employees should know that their workplace genuinely stands with them when it comes to equality and safety.



Finally, exemplary leadership is essential. Everyone in leadership positions must do more than speak about these issues they must lead by example. Without a leadership approach that encourages, listens, and takes action, lasting change cannot be achieved.

Silence is often the greatest barrier. Communication theory refers to this as the “Spiral of Silence.” Change begins when we break taboos and speak up. This is where leadership truly matters not only by focusing on results, but also by bringing difficult conversations into the open, speaking up when it matters most, and encouraging others to do the same. This is how real transformation begins.

There is one message I would like to leave with our employees: sometimes, all it takes to make the greatest difference is to speak up to break the spiral of silence. Supporting a colleague, calling out what is wrong, or challenging an assumption may seem like small acts, but they are often the first sparks of meaningful change. And you have the power to ignite that spark.

What Is Domestic Violence?

What Is Domestic Violence?

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We recognize that employees of all genders may experience domestic violence. At the same time, we acknowledge the global reality that women and girls are disproportionately affected by domestic violence. For this reason, the support mechanisms established under this Policy have been designed with the understanding that women face a significantly higher risk of violence, taking into account the root causes of violence against women and its impact on individuals.

At its core, domestic violence is a consequence of gender inequality between women and men, with such inequality forming the foundation of violence. Social expectations and stereotypes surrounding gender roles create power imbalances that foster an environment in which violence can occur. Within these unequal power structures, violence is often normalized and even legitimized. Consequently, gender inequality is both a root cause of domestic violence and a key factor in its persistence.

A power imbalance typically exists between those who perpetrate violence and those who experience it. This imbalance forms the basis of abusive behaviours used to gain and maintain control over another person. Domestic violence occurs when an individual uses a pattern of behaviours such as intimidation, isolation, manipulation, coercion, or abuse to establish and maintain power and control over a current or former intimate partner or, in some cases, another family member. Such abuse may take physical, emotional, sexual, economic, or coercive control forms. Perpetrators rarely rely on a single tactic; instead, they employ multiple forms of abuse to reinforce power and control. Even in the absence of physical violence, other forms of abuse may still be present within a relationship.

”

Who Can Experience Domestic Violence?

Domestic violence can occur not only between married couples but also between individuals in any intimate relationship, including those who are divorced, separated, cohabiting, or engaged. Living in the same household is not a prerequisite.

Domestic violence refers to all forms of violence that occur within the family or between current or former intimate partners, regardless of whether the perpetrator and the victim share the same household. Although the term family violence is also widely used, domestic violence is broader in scope, as it encompasses not only legally married couples but all forms of intimate relationships.

Where awareness and understanding of gender equality are limited, verbal, psychological, and physical violence are more likely to occur, go unrecognized, be overlooked, or even become normalized. Many people believe, “It could never happen to me or to someone I love.” However, domestic violence is one of the most prevalent forms of violence today and can affect anyone, regardless of socioeconomic status, educational background, or income level. Although adult men may also experience domestic violence, research worldwide consistently shows that women and girls are disproportionately affected.

Cycle of Violence

Although not present in every abusive relationship, many relationships involving violence follow a recurring pattern that makes it difficult for the person experiencing violence to leave the relationship. Understanding this cycle can help individuals make sense of their experiences, develop coping strategies, and ultimately break the cycle. The term cycle of violence is also used to

Source:
<https://morcati.org.tr/siddetin-dongusu/> Şiddetin Döngüsü -

describe violence as a learned behaviour that can be passed from one generation to the next.

The cycle of violence generally consists of four stages:

1. Tension Building: This stage is often described as the calm before the storm. The person using violence creates an atmosphere of tension by displaying jealousy, initiating arguments over minor issues, attempting to control their partner’s life, and engaging in psychological abuse. Meanwhile, the person experiencing violence tries to reduce the tension and prevent a violent outburst. These efforts are often perceived by the perpetrator as compliance and submission.

2. Violent Incident: Triggered by internal or external factors, the perpetrator gradually loses control and resorts to physical violence. Following the violent incident, they often attempt to justify their actions by making excuses. The severity of the violence may vary, and at this stage, the person experiencing violence may be able to do little more than protect themselves and, where applicable, others who are also subjected to violence by the same perpetrator.

3. Reconciliation: After the violent incident, the perpetrator may express temporary remorse. In an effort to reduce the reaction or pressure directed at them, they may attempt to reconcile by apologizing or offering various justifications for their abusive behaviour.

4. Honeymoon: Following the reconciliation stage, the perpetrator may make efforts to regain their partner’s trust by buying gifts or promising that the violence will never happen again. The person experiencing violence may choose to believe these promises and give the relationship another chance. However, this phase is typically short-lived, and the perpetrator eventually returns to their previous



behaviour, causing the cycle to begin again.

This cycle also demonstrates that violence is a learned behaviour. Although violence is a conscious choice that can be controlled and changed, it is often portrayed both by the person using violence and by society as an uncontrollable outburst of anger. In reality, violence is a deliberate choice and can never be justified.

Source: The Cycle of Violence - Mor Çatı Women's Shelter Foundation

What Are the Different Forms of Domestic Violence?

Psychological Abuse

Psychological abuse is the use of emotional manipulation and control to intimidate, punish, humiliate, or dominate another person. One of its most common forms is coercive control. Coercive control is an ongoing pattern of controlling, coercive, and threatening behaviours that may encompass some or all forms of domestic abuse.

Coercive control is a form of abuse that develops gradually and often subtly in everyday life. It is usually difficult to identify the exact point at which the person using violence begins to exert direct control or employ coercive tactics. This reflects the gradual and often hidden nature of coercive control. As it progressively escalates, coercive



control traps the person experiencing violence within the relationship, making it increasingly difficult or even dangerous to leave.

How Does It Commonly Manifest Itself?

- Verbal abuse, humiliation, or belittling in front of others,
- Shouting, yelling, or name-calling,
- Sending abusive messages, emails, or making harassing phone calls,
- Threatening the person experiencing violence or their loved ones,
- Undermining the person's self-confidence through constant criticism and humiliation,
- Controlling the person's social relationships by monitoring who they meet and where they go,
- Controlling how they dress and restricting their personal choices,
- Preventing them from seeing family and friends and isolating them,
- Controlling their financial resources and making them financially dependent.

Economic Abuse

Economic abuse is the use of financial resources or economic means to control, punish, humiliate, or monitor another person.



Source: https://www.imdat.org/media/brosurler/Coercive_Kontrol.pdf

Source: <https://dvatwork.ie/app/uploads/2023/11/Guidance-Note.pdf>



How Does It Commonly Manifest Itself?

- Preventing or restricting a person from pursuing education or employment,
- Taking control of a person's salary, monitoring their spending, or taking out loans in their name and leaving them in debt,
- Taking control of or restricting access to personal property such as a home, car, mobile phone, or laptop,
- Refusing to contribute to household or childcare expenses, expecting daily household needs to be met with insufficient financial resources, labeling essential personal care items as luxuries, or preventing the person from making purchases.

Sexual Abuse

Sexual abuse is the use of sexuality as a means of controlling, dominating, humiliating, degrading, or punishing another person. Any sexual act or behaviour carried out without the other person's freely given and informed consent constitutes sexual abuse. Silence should never automatically be interpreted as consent. A person's lack of response whether due to fear, coercion, or other circumstances does not constitute freely given consent. Sexual abuse may occur through physical, verbal, written, or digital means.



How Does It Commonly Manifest Itself?

- Engaging in unwanted sexual behaviour.
- Refusing to use contraception or restricting access to contraception.
- Taking, sharing, or threatening to share sexually explicit images or videos without the person's consent.

Physical Abuse

Physical abuse is the use of physical force to control, dominate, humiliate, degrade, or punish another person.

It is perhaps the most visible and easily identifiable form of abuse. Although it does not always leave visible marks or injuries, its impact may intensify over time. Physical abuse can result in injuries or permanent physical harm and, in some cases, may be life-threatening.



How Does It Commonly Manifest Itself?

- Pushing, hitting, or raising a hand as if to strike,
- Slapping or punching,
- Threatening or injuring a person with sharp objects or corrosive substances,
- Scratching, biting, choking, strangulation, or kicking,
- Pulling a person's hair or grabbing their face,
- Throwing objects at the person or someone close to them,
- Kicking or damaging property,
- Physically preventing a person from leaving a place.



Digital Abuse / Cyber Abuse

Digital abuse, also referred to as cyber abuse, is the use of digital technologies to control, humiliate, punish, or degrade another person.



How Does It Commonly Manifest Itself?

- Repeatedly calling a person on their mobile phone,
- Continuously sending messages to a person's mobile phone or social media accounts, or pressuring them to respond immediately,
- Making unwanted or inappropriate advances through social networking platforms,
- Pressuring a person to disclose their social media passwords or create joint social media accounts,
- Tracking or monitoring a person through smartphone applications or other digital technologies.

Dating Violence

Dating violence refers to a pattern of abusive behaviours in which one partner seeks to gain or maintain power and control over the other during or after an emotional, romantic, and/or sexual relationship. Violence within intimate relationships may be justified under the guise of love, affection, intimacy, or jealousy, and individuals may be emotionally manipulated into remaining in the

relationship.

Traditional gender norms and unequal power dynamics attributed to women and men may normalize violence within dating relationships, manufacture consent, and ultimately discourage individuals from reporting the abuse they experience.



How Does It Commonly Manifest Itself?

- Blaming the other person for everything or saying, "You made me behave this way."
- Manipulating the person's perception of reality (gaslighting),
- Using guilt, threats, or emotional pressure to get what they want,
- Presenting jealous behaviour as a sign of love,
- Treating the other person as weak or vulnerable, belittling their decisions, and imposing their own wishes.



Stalking

Stalking is a pattern of unwanted and repeated contact or behaviour directed at another person in a manner that causes them to feel unsafe, distressed, or fearful of violence. Under Article 123/A of the Turkish Penal Code, stalking is recognized as a distinct criminal offence and constitutes an important form of violence.



How Does It Commonly Manifest Itself?

- Following a person in person or through digital means,
- Secretly appearing at the person's workplace or home,
- Repeatedly sending unwanted gifts or flowers,
- Persistently attempting to establish contact through different communication channels,
- Gathering information about the person through their friends or social circle.

Retaliation

Retaliation refers to any explicit or implicit act or behaviour intended to make a person's professional or personal life more difficult because they rejected a sexual or emotional advance, reported violence they experienced, or considered reporting it. Such actions are intended to punish the person, seek revenge, or pressure them into acting in a particular way. Examples of retaliation include spreading false information about the person, threatening to

harm their family or loved ones, obstructing their professional development, or initiating legal action in retaliation to discourage them from pursuing a complaint.

Where the person using violence is also the victim-survivor's manager, retaliation may include creating obstacles to the exercise of employment rights, systematically assigning excessive overtime, reducing pay, preventing promotion, or threatening dismissal.



How Does It Commonly Manifest Itself?

- Spreading false rumours about the person or attempting to damage their reputation through derogatory social media posts,
- Fabricating stories about the person's past or attempting to portray them as "crazy" or a "liar",
- Attempting to intimidate the person experiencing violence by threatening, frightening, or stalking them or their loved ones for example, saying, "If you don't withdraw your complaint, I'll ruin your reputation."
- Attempting to isolate the person experiencing violence by damaging their relationships with family and friends and disconnecting them from their support network,
- Systematically harassing, humiliating, excluding, or obstructing the person's work in the workplace,
- Attempting to discourage the victim-survivor from filing or pursuing a complaint through threats, offers of bribes, or emotional manipulation.

Statistics on Domestic Violence



The Impact of Domestic Violence on Working Life

The Impact of Domestic Violence on Working Life

According to the research report The Impact of Intimate Partner Violence on White-Collar Women Employees and Businesses:

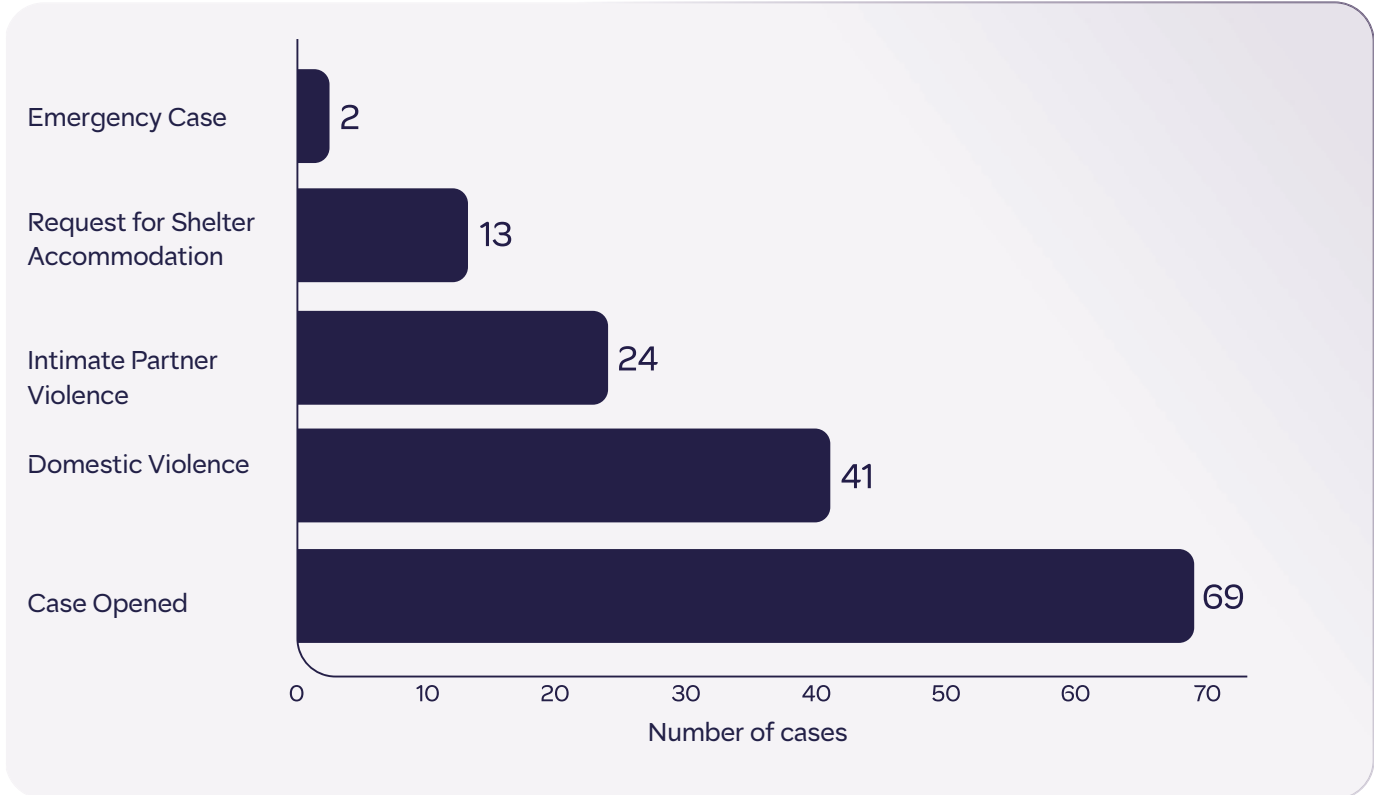
-  **99%** of respondents believe that intimate partner violence negatively affects a woman's working life and job performance.
-  **75%** of female employees, the majority of whom are university graduates, reported having experienced at least one form of domestic violence in the past.
-  Among women, the most common workplace impact of violence is feeling demotivated or disengaged **54%**, followed by fatigue **36%**.
-  Approximately **45%** of women stated that they would hesitate to disclose domestic violence to their managers.
-  **40%** of men acknowledged having engaged in at least one behaviour that constitutes a form of violence against their spouse or partner.
-  Approximately **30%** of women who experience violence stated that they do not disclose it to anyone.

Source: Research Report on the Impact of Intimate Partner Violence on White-Collar Women Employees and Businesses, summarizing the findings of a survey conducted as part of the BADV Project with the participation of 20 companies and a total of 1,715 respondents. https://badv.sabanciuniv.edu/sites/badv.sabanciuniv.edu/files/2022-11/badv_rehber.pdf



-  **30%** of women experiencing violence reported having to leave their home temporarily as a result of the abuse.
-  The most commonly observed signs among women experiencing violence, as identified by their colleagues, are withdrawal and depression **28%**.
-  Approximately **25%** of employees noticed a decline in the performance of a colleague they believed was experiencing violence.
-  **16%** of women experiencing violence stated that they were unable to end the relationship due to financial reasons.
-  The Human Resources departments of their employers are the last place women experiencing violence turn to for support, accounting for only **2.2%** of all cases. Women experiencing violence most commonly disclose their experiences to friends and neighbours outside the workplace.

Cases of violence reported to the Domestic Violence Emergency Hotline - April 2024



Source: Cases of violence reported to the Domestic Violence Emergency Hotline (370) between April 1, 2024, and May 1, 2024, Federation of Women's Associations of Türkiye (TKDF), Domestic Violence Emergency Hotline April 2024 Data and Analysis Report. <https://tkdf.org.tr/bizden-haberler/ev-ici-siddet-acil-yardim-hatti-nisan-2024-veri-ve-analiz-raporu-yayinda>

Section 3 | Watch, Learn, Transform!

Common Misconceptions About Domestic Violence

Common Misconceptions About Domestic Violence

There are many misconceptions about both those who experience domestic violence and those who use violence. Believing these myths can lead to

domestic violence being overlooked and allowed to continue. Let's take a closer look at some of the most common misconceptions.



Myth:
“Domestic violence is a socioeconomic issue that only occurs in low-income households.”



Fact:
Domestic violence can affect anyone, regardless of socioeconomic background, income level, occupation, or social status. It is therefore incorrect to assume that domestic violence is confined to any particular socioeconomic group.



Myth:
“Domestic violence is only physical violence.”



Fact:
Domestic violence is not limited to physical abuse. Psychological, economic, sexual, and digital abuse can be equally harmful and may have lasting effects.

Domestic violence is not limited to physical abuse. The World Health Organization (WHO) defines domestic violence as a pattern of behaviours perpetrated by a current or former partner that includes controlling, coercive, threatening,

humiliating, physical, and sexual abuse. These behaviours may take many forms, including coercive control, psychological or emotional abuse, physical abuse, sexual abuse, economic abuse, harassment, stalking, and online or digital abuse.



Myth:
“If the situation were really that bad, they would just leave.”



Fact:
People experiencing domestic violence may be unable to leave an abusive relationship or environment for many reasons. Financial hardship, psychological trauma, or the lack of access to someone or an institution that can provide support may prevent them from leaving. This does not mean they are not experiencing violence. Leaving an abusive partner can be extremely difficult, even when the person experiencing violence wants to leave. Like many relationships, those that later become abusive often begin with love and affection. Violence rarely occurs at the beginning of a relationship. As the relationship develops and emotional bonds deepen, abuse may emerge, making it increasingly difficult to leave. It is important to remember that people experiencing violence often want the violence to end, not the relationship.

People experiencing violence do not need to be judged or questioned about their actions during such a difficult time they need support, understanding, and compassion.

Do not forget that people experiencing abuse are most often wishing for the violence to end not the relationship.

Source:
<https://www.womensaid.org.uk/information-support/what-is-domestic-abuse/myths/>

Why This Guide Matters



Why This Guide Matters

Why did we create such a guide?

At QNB Türkiye, we have zero tolerance for all forms of violence and place the safety and well-being of our employees above all else.

The prevalence and severity of domestic violence have reached levels that can no longer be ignored on a global scale. Guided by our responsibility to safeguard the well-being of our employees and the communities we serve, we refuse to remain silent in the face of any form of violence and are committed to taking action.

This Guide should be regarded as an important milestone in our journey to combat domestic violence. Our goal is to provide a roadmap for everyone living under the shadow of domestic violence, help break the cycle of violence, encourage action to end the silence, and contribute to building a safer future for all.

Who Is This Guide For?

With this Guide, we aim to serve as a roadmap for everyone who is living under the shadow of domestic violence or is at risk of experiencing it.

Domestic violence is one of the deepest and most pervasive challenges facing our society.

Through this Guide, QNB Türkiye seeks to help break the cycle of violence, encourage meaningful action, and contribute to building a safer future for everyone.

Who Is This Guide Intended For?

“

People Experiencing Domestic Violence or Those at Risk:

Our Guide is designed to empower people experiencing domestic violence, as well as younger generations who may be at risk, by providing essential information on the different forms of violence, legal rights, and available support mechanisms. In this respect, the Guide aims both to contribute to the prevention of violence in relationships and to support people experiencing violence in understanding their situation and taking steps toward a life free from violence.

”



• **People Using Violence:** By emphasizing that violence only perpetuates violence, is never a solution, and that support is available, we aim to encourage people using violence to change their behaviour and access the support they need.



• **Children and Young People:** We aim to protect the psychological and social well-being of preschool and school-age children and young people who have witnessed or experienced violence, provide them with a safe environment, and support them in building a future free from violence.



• **Society as a Whole:** Domestic violence is a widespread issue that affects every part of society, yet it is often avoided or left unspoken. Through this Guide, we aim to raise public awareness, challenge misconceptions, and encourage everyone to take part in the fight against domestic violence.

No form of violence is ever acceptable, and there is no justification for it. If you or someone you know is experiencing domestic violence, please do not hesitate to seek support. This Guide has been prepared to provide guidance and support throughout this challenging journey.

How to Use This Guide

This Guide is designed to support you in preventing and responding to domestic violence and can be used in a variety of ways:

- **Build Your Knowledge**

You can read this Guide from beginning to end to gain a comprehensive understanding of domestic violence, gender equality, and the relevant legal framework, while increasing your awareness of these issues. Knowledge and awareness are essential in addressing domestic violence, just as they are in every aspect of life. Knowledge empowers.

- **Raise Awareness**

This Guide provides comprehensive guidance on domestic violence by addressing its causes, consequences, and preventive measures, helping you deepen your understanding and awareness of the issue

- **Take Action and Provide Support**

Whether you are a manager or an employee, this Guide will help you respond appropriately and effectively when confronted with cases of domestic violence. By providing practical guidance and step-by-step direction, it supports you in assisting people experiencing violence and contributing to a safe and supportive environment.

By using this Guide, you can take an important step toward creating a workplace free from violence and advancing gender equality.

Shedding Light on the Darkness of Violence

Domestic violence is not merely an issue that takes place behind closed doors; it is a profound social challenge that deeply affects our communities. Silence, deeply rooted stereotypes, fear, inadequate support mechanisms, and victim-blaming attitudes form an invisible shield around violence. This shield normalizes violence, conceals its underlying causes, and prevents sustainable solutions. Violence is not only an individual issue it is a societal one. At QNB Türkiye, we are committed to dismantling this shield and shedding light on every factor that enables violence to persist.

As part of this commitment, we have adopted a zero-tolerance policy towards domestic violence.

- We regularly provide training and awareness-raising initiatives to **help our employees better understand domestic violence, recognize its early warning signs, and take preventive action.**
- We offer employees experiencing domestic violence a confidential, secure, and multi-channel support mechanism. Within this framework, our employees can:
 - Receive information about their legal rights and available legal procedures through the QNB Türkiye Employee Violence Support Line, which operates 24/7 on an anonymous basis and does not require the disclosure of any personal information.
 - Access the QNB Türkiye Human Resources Domestic Violence Support Line through the We're Here for You page on the QNB Portal for Human Resources support tailored to their individual circumstances.
 - Inform their Human Resources Business Partner if they are experiencing domestic violence and request access to the support measures available under the **QNB Türkiye Employee Support Directive on Combating Domestic Violence.**
- We continuously strengthen our policies and enhance their effectiveness by collaborating with **civil society organizations, public institutions, and other stakeholders** in the fight against domestic violence.

Our Policy for Combating Domestic Violence

Through the “**QNB Türkiye Domestic Violence Policy**”, QNB Türkiye formally adopts a “**zero-tolerance**” approach to domestic violence, commits to raising awareness of domestic violence among all employees, and establishes confidential and secure support mechanisms that employees experiencing domestic violence can access with confidence. The Policy also sets out effective investigation, monitoring, and enforcement mechanisms to ensure its implementation.

You can access the full Policy via this [link](#).

Top of Form

Our Principles for Combating Domestic Violence



Our Principles for Combating Domestic Violence

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At QNB Türkiye, we recognize that domestic violence is a violation of human dignity and fundamental rights, and we are guided by a zero-tolerance approach in addressing it. We acknowledge that domestic violence can have a profound impact not only on the physical and mental well-being of our employees but also on their working lives. For this reason, we are committed to providing comprehensive support to employees experiencing domestic violence and to fostering a safe and supportive working environment.

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To fulfil this commitment, we are guided by the following principles:

1. Safety

The safety of employees experiencing domestic violence is our highest priority. We are committed to taking all necessary measures, within the scope of our available resources, to help ensure their safety.

2. Duty of Care

We are committed to responding to employees experiencing domestic violence with empathy, understanding, and support. We will listen when they need to be heard, seek to understand their experiences, and provide support without judgment.

3. Urgency

Recognizing the importance of responding promptly and effectively to cases of domestic violence, we will act without delay. We will assess each case individually and, within the scope of our available resources, ensure that employees experiencing domestic violence receive the support they need as quickly as possible.

4. Confidentiality

We will treat all information relating to employees experiencing domestic violence as confidential and will share it only with those parties where necessary and appropriate. We will respect their privacy and uphold confidentiality at every stage of the process.

5. Informed Consent

We will ensure that employees experiencing domestic violence are informed of their rights, available options, and the support mechanisms accessible to them. Before any action is taken, we will seek their freely given and informed consent and respect their autonomy in all decision-making processes.

6. Non-Discrimination

Employees experiencing domestic violence will not be subject to discrimination in recruitment, termination of employment, promotion, employment conditions, or any other employment-related rights, benefits, or privileges.

7. Inclusiveness

By recognizing the different forms of domestic violence including physical, emotional, sexual, and economic abuse and understanding their impact, we will provide support tailored to the individual needs of our employees on a case-by-case basis.

8. Zero Tolerance for Violence

We will not tolerate any form of violence in the workplace. Where an employee is found to have used violence, appropriate disciplinary action will be taken in accordance with the Disciplinary Committee Rules and Procedures.

9. The Statement of the Person Experiencing Violence Will Be Taken as the Basis for the Investigation

In reviewing cases of domestic violence, we will act in accordance with the principle that the statement of the employee experiencing violence constitutes the primary basis for the assessment. In line with these principles, we will stand by employees experiencing domestic violence at all times and support them in addressing the impact of violence while promoting their physical and psychological recovery. Our goal is to create a safe and healthy working environment that enables all our employees to realize their full potential and live in safety.



Domestic Violence, Its Impact on the Workplace, and Confidentiality



Domestic Violence, Its Impact on the Workplace, and Confidentiality

Domestic Violence and Its Impact on the Workplace

Domestic violence is a serious issue that affects not only individuals' private lives but also the workplace. It can negatively impact employee performance, workplace cohesion, staff turnover, and overall organizational productivity.



Domestic violence is widely recognized as having significant financial and social costs for individuals, society, and organizations alike. In this context, the relationship between domestic violence and workplace dynamics is becoming increasingly evident.

So, how can you recognize when an employee may be experiencing domestic violence? More importantly, when workplaces actively engage in preventing and responding to domestic violence, what steps should be taken to create a meaningful and lasting impact for both individuals and organizations?

The answers to these questions are provided below:

Warning Signs of Violence Against Women

Because violence against women often takes place in private settings, it can be difficult to recognize. In many cases, people experiencing violence may be

unwilling to disclose their experiences for a variety of reasons. However, careful observation may reveal certain physical and behavioural indicators that suggest a person may be experiencing violence.



Physical Signs:

- Bruises, cuts, or unexplained injuries, particularly on the wrists, neck, or other parts of the body,
- Noticeable hair loss or patches of hair that appear to have been pulled out,
- Excessive make-up or seasonally inappropriate clothing or accessories, such as scarves, used to conceal injuries,
- Muscle weakness, limping, or slow and hesitant movements.

Behavioural Signs:

- Depression, low self-esteem, persistent sadness, or irritability,
- Anxiety, fear, feelings of guilt, and difficulty communicating,
- Hopelessness, exhaustion, or staying unusually long hours in the workplace.

Changes in Work Performance:

- Frequently arriving late, leaving early, or taking frequent leave,
- Difficulty concentrating, increased errors, forgetfulness, or a lack of motivation at work,



- Avoiding or feeling reluctant to answer phone calls, or experiencing difficulty processing information,
- Being afraid of staying alone in the workplace or walking to the parking area alone,
- Spending excessive time on matters unrelated to work.

These signs may indicate that a person is experiencing domestic violence. If you notice several of these warning signs in a colleague, do your best to offer support and inform them about the available sources of assistance. Do not ignore the signs, and do not remain silent. Remaining silent may allow violence to continue

What Should You Do If a Colleague Is Experiencing Domestic Violence?

If you suspect that a colleague is experiencing domestic violence, offer your support and do your best to help.



What Should You Do if a Colleague Is Experiencing Domestic Violence?

If you suspect that a colleague is experiencing domestic violence, offer your support and do your best to help.

- **Provide Information and Support:** Encourage your colleague to seek information, guidance, and support through community organizations or public institutions. You may also refer them to the Institutions Providing Support Against Violence list or remind them that they can access the confidential and secure multi-channel support mechanisms made available by QNB Türkiye for its employees. For further information, please refer to **Section 11: Where Can You Seek Support?**

- **Maintain Confidentiality:** If your colleague chooses to share information about the violence they are experiencing, it is essential that you keep this information confidential. It should only be shared with those who have a legitimate need to know.

- **Help Ensure Safety in the Workplace:** Encourage your colleague to use the appropriate channels to help ensure their safety in the workplace. Discuss together what measures could help them feel safer while at work.

- **Be Flexible:** Your colleague may need adjustments to their working hours or time away from work. Be as understanding and flexible as possible in responding to these needs.

- **Refer Them to Corporate Support Mechanisms:** QNB Türkiye provides three dedicated channels through which employees can seek support in relation to domestic violence.

The first is the 24/7 Employee Violence Support Line (0850 532 45 82), which employees can contact anonymously at any time, seven days a week, whenever they require urgent support.

The second is the Human Resources Domestic Violence Support Line, available through the "We're Here for You" page on the QNB Portal. Employees can contact Human Resources through this channel during working hours whenever they need support. In addition, employees may contact Human Resources directly to request assistance. Every employee has access to a dedicated Human Resources Business Partner, who can provide one-to-one guidance and support based on their individual needs.

Why Might a Person Experiencing Domestic Violence Be Reluctant to Seek Support?

There are many reasons why people experiencing domestic violence may hesitate to seek help.

- **Fear of Escalating Violence and Further Harm:**
 - Fear that the violence may escalate and that they, their children, family members, friends, or pets may be harmed,
 - Ongoing harassment, stalking, or verbal abuse by the person using violence,
 - Fear of severe physical violence or death threats,
 - Fear of sexual assault or sexual violence.



Concerns About Children and Other Loved Ones:

- Concern that children may experience emotional, physical, or sexual abuse,
- Fear that the person using violence may have unsupervised access to, or abduct, the children,
- Concern about the negative impact that the breakdown of the family may have on the children,
- Concern that parents, siblings, or other family members may also be subjected to violence.

Fear of Losing the Relationship:

- Fear of losing their partner, or their partner’s family and/or friends,
- Fear of losing practical support with childcare, household responsibilities, or transportation,
- For older adults or people with disabilities, fear of losing their caregiver.

Social Pressure and Fear of Judgment:

- Fear of being blamed, judged, or not believed by family, friends, or society,
- Concern about being perceived as a bad spouse, partner, or parent,
- Belief that seeking help would place a burden on others,
- Feeling pressured to remain in the relationship because of religious or cultural beliefs,
- Feeling pressured to stay in the relationship because of the belief that children “need both a mother and a father,”
- Fear that seeking help may make the situation worse,
- Fear of losing custody of their children or being required to share custody with the person using violence.

Financial Concerns:

- Concern about being unable to afford the costs associated with legal proceedings,
- Fear of a decline in living standards or of losing their home, property, or social network,
- Financial difficulties such as losing their job, losing access to their partner’s income, or becoming solely responsible for caring for their children,
- Financial risks such as damage to their credit score, money being withdrawn from joint accounts, or debts being incurred through shared credit cards.

How Can You Support a Colleague Experiencing Domestic Violence?

You may become aware of a concerning situation through another employee, a concerned friend or colleague, the person experiencing domestic violence themselves, or your own observations. Support them to the extent they are comfortable with and encourage them to speak up so that they can begin to break the cycle of violence.



1. Listen

If you suspect that an employee may be experiencing domestic violence, speak with them privately. Let them know that you have noticed that something may be wrong and that you are available to support them whenever they feel ready. Even if they are not ready to seek help immediately, knowing that someone has recognized their situation and is willing to help may make it easier for them to take the first step when they are ready.

You may start the conversation by saying:

- “I’ve noticed that you’ve been absent from work more often recently. Is there anything making it difficult for you to come to work or arrive on time?”
- “I’ve noticed some changes in your performance recently. Is there anything happening in your life that may be affecting you? I’ve also noticed that you’ve been receiving a lot of phone calls. Is there anything we can do to support you?”

If the employee shares information suggesting they may be experiencing domestic violence:

- Listen actively, reassure them that you will support them to the extent they wish, ask only clarifying questions, and avoid making judgments.
- Refer them to the resources outlined in this Guide.
- Ask whether they feel safe in the workplace.
- Discuss the benefits of developing a safety plan



and consider appropriate next steps together.

If the employee chooses not to disclose any information:

- Remind them that QNB Türkiye provides a 24/7 Employee Violence Support Line and a Human Resources Domestic Violence Support Line for employees.
 - Let them know that you care about them and that you are available to listen and provide support whenever they feel ready to talk, while avoiding being overly persistent.
- Remember that you are not expected to be an expert. Even well-intentioned actions may unintentionally place a person experiencing violence at greater risk.

What Should Be Done If the Person Using Violence Is a QNB Türkiye Employee?

If the person using violence is a QNB Türkiye employee, the matter will be handled in accordance with the Disciplinary Committee Rules and Procedures.

Principle of Confidentiality

Disclosing incidents of domestic violence may increase the risks faced by employees experiencing violence. Inappropriate or unauthorized disclosure of their personal information may lead to serious consequences, including severe physical harm or further violence. Employees experiencing domestic violence may also fear reputational damage, adverse professional consequences, barriers to career progression, or even the loss of their employment if their situation is disclosed.

For this reason, sharing information without the consent of the person experiencing violence may further increase the harm caused by the person using violence and discourage other employees from seeking support or disclosing similar experiences in the future. Maintaining confidentiality is fundamental to providing a safe environment in which employees feel comfortable seeking support. At QNB Türkiye, we are committed to standing by employees experiencing domestic violence and taking all necessary measures to protect them. Accordingly,

safeguarding the confidentiality of all shared information is a fundamental principle of our corporate policy.

In accordance with the principle of confidentiality, we exercise the utmost care to ensure that:

- the entire process, from the initial report through to its conclusion, is handled confidentially and with full respect for our employees’ privacy;
- where requested by the employee, the entire process is conducted anonymously;
- information relating to domestic violence is shared only with authorized individuals and only with the consent of the person experiencing violence, within the limits of that consent;
- disclosed information is securely recorded and protected, and where anonymity has been requested, all records are kept free of any information that could identify the individual;
- leave granted in connection with domestic violence is managed with the utmost care; and
- information relating to domestic violence leave is not explicitly reflected on payroll records, and its confidentiality is safeguarded at all times

Roles and Responsibilities

The Executive Vice President of Human Resources and the Chair of the Sustainability Committee, who is responsible for sustainability initiatives, is accountable for ensuring that the principles set out in the QNB Türkiye Guide to Combating Domestic Violence are regularly reviewed and updated in line with evolving needs, and that they are implemented consistently throughout the Bank.

In addition, the Human Resources Business Partnership team is responsible for planning, coordinating, and monitoring the support provided to employees experiencing domestic violence, including legal guidance, psychological support, case-specific assistance, financial assistance, and safety measures. Details of the financial assistance and safety measures are set out in the **QNB Türkiye Employee Support Directive on Combating Domestic Violence**.

Where you can apply?



Where you can apply?

Domestic Violence Reporting and Case Management Process

At QNB Türkiye, we consider it an integral part of our corporate responsibility to support employees experiencing domestic violence, as well as those who use violence, in breaking the cycle of violence and moving towards a life free from violence. All employees who are experiencing domestic violence, using violence, or witnessing domestic violence can access the information, guidance, and support they need by using the reporting channels below and following the relevant procedures.

The reporting channels and reporting procedure at QNB Türkiye are outlined below

QNB Türkiye Internal Reporting Channels:

QNB Türkiye provides three dedicated reporting channels through which employees can seek support in the context of combating domestic violence:

- The first channel is the 24/7 Employee Violence Support Line (0850 532 45 82), operated by an independent service provider. Through this channel, employees can obtain information about their legal rights and available legal procedures, and request support anonymously at any time, seven days a week, without being required to disclose any personal data if they choose not to.
- The second channel is the Human Resources Support Line, accessible through the “**We’re Here for You**” page on the QNB Portal. During working hours, employees may use this channel to request support, other than legal assistance, available under the QNB Türkiye Employee

Support Directive on Combating Domestic Violence.

- The third channel enables employees to seek support directly through the Human Resources Business Partnership Team. Every employee has access to a dedicated Human Resources Business Partner who can provide guidance and support. The Business Partnership Team also offers support through regular site visits and one-to-one meetings.

All reports submitted through these channels are handled in accordance with the principles of confidentiality and employee safety. Employees are not required to provide evidence that they have experienced domestic violence. The necessary procedures are initiated on the basis of the employee’s statement.

Throughout the management of all domestic violence cases, QNB Türkiye acts in accordance with the principles set out under the “Principles” section particularly the principles of confidentiality and safety to prevent secondary victimization.

Accordingly, employees decide how much information they wish to share, and no information disclosed to QNB Türkiye will be shared with third parties without the employee’s written consent. However, where the life, safety, or liberty of the reporting employee or another person is at risk, or where workplace safety is under threat, the necessary information may be shared with law enforcement authorities and other competent public authorities after informing the person experiencing violence.

At every stage of the reporting process, the freely given and informed consent of the person



experiencing violence is obtained. No action is taken without their knowledge, wishes, and consent.

External Support Channels:

Institutions Affiliated with the Ministry of Family and Social Services

- Provincial Directorates of Family and Social Services
- Violence Prevention and Monitoring Center (ŞÖNİM)
<https://www.aile.gov.tr/iletisim/bakanlik-iletisim-bilgileri/sonim/>
- Social Service Centers (SHMs)
<https://www.aile.gov.tr/iletisim/bakanlik-iletisim-bilgileri/shm/>
- Alo 183 Violence Support Hotline (24/7)
- Alo 144 Social Assistance Hotline

Law Enforcement Authorities

- 112 Emergency Call Center (24/7)
- KADES (Women’s Emergency Support Application)
<https://www.icisleri.gov.tr/kadin-destek-uygulamasi-kades>
The Women’s Emergency Support Application (KADES) can be downloaded to a smartphone and enables users to contact the Police Emergency Call Center with a single tap.

Judicial Authorities

- Public Prosecutor’s Office / Chief Public Prosecutor’s Office
- Family Courts
- Healthcare Institutions
- Primary Healthcare Institutions
- Family Health Centers
- Emergency Departments
- 112 Emergency Ambulance Service (24/7)
In 2021, all emergency helplines in Türkiye including 155 Police, 156 Gendarmerie, 110 Fire Brigade, 112 Medical Emergency, 122 AFAD, 177 Forest Fire Reporting, and 158 Coast Guard were consolidated under the single emergency number 112.

Municipalities

- Municipal Women’s Counseling Centers

Bar Associations

- Women’s Rights Centers
Bar Association Women’s Rights Center Hotline: +90 444 26 18

- Legal Aid Offices
- Çağlayan Women’s Rights Center – Violence Prevention Unit (operating under the Legal Aid Office)
Address: Çağlayan Courthouse, Çağlayan, Istanbul
Telephone: +90 (212) 393 07 84
Fax: +90 (212) 240 04 12

Yeşilköy Violence Prevention and Monitoring Center Office

Address: Halkalı Street No. 30 Yeşilköy / Istanbul
Telephone: +90 (212) 465 21 96-97

Civil Society Organizations

- Mor Çatı Women’s Shelter Foundation
Telephone: +90 (212) 292 52 31-32
E-mail: morcati@morcati.org.tr
Website: www.morcati.org.tr
- Federation of Women’s Associations of Türkiye (TKDF)
Emergency Helpline: +90 (212) 656 9696 / +90 (549) 656 9696 (24/7)
Website: <https://tkdf.org.tr/>
- Association for the Struggle Against Sexual Violence
Telephone: +90 (542) 585 39 90
E-mail: info@cinselsiddetlemucadele.org
Website: <https://cinselsiddetlemucadele.org/>
- Ankara Women’s Solidarity Foundation
Telephone: +90 (312) 432 07 82 / +90 (312) 430 40 05
E-mail: bilgi@kadindayanismavakfi.org.tr
Website: <https://www.kadindayanismavakfi.org.tr>
- KAMER
Telephone: (530) 664 4410
Website: www.kamer.org.tr
Mor Salkım Kadın Dayanışma Derneği (Bursa)
Tel: (531) 033 88 44 (7/24)
E-posta: morsalkimdernegi@hotmail.com
Web sitesi: www.morsalkim.org.tr
- KAHDEM – Women’s Legal Support Center Association
E-mail: kahdem@gmail.com
Website: <https://www.kahdem.org.tr>

Mobile Applications

- Vodafone Foundation Türkiye – Red Light Application
<https://www.vodafone.com.tr/kirmizi-isik>
- UNFPA Amber
<https://turkiye.unfpa.org/tr/amber-ile-tanisin>

Available Support Resources

- **Support Available Through the 24/7 Employee Violence Support Line (0850 532 45 82)**

Guidance on available legal support channels; and Information about the support services available through the QNB Türkiye Human Resources Domestic Violence Support Line.

Support Available Through the Human Resources Domestic

- **Violence Support Line, accessible via the “We’re Here for You” page on the QNB Portal:**

While QNB Türkiye provides the support services listed below, the assistance offered is assessed and tailored to the individual needs and circumstances of each employee. Requests submitted through this channel are reviewed by the Human Resources Business Partnership Team during working hours, and employees are contacted as soon as possible.

- Flexible working arrangements, remote working, or relocation to another city where appropriate,
- Paid or unpaid leave,
- Measures to protect employment and performance evaluations,
- Protection of workplace contact information and, where necessary, changes to workplace contact details,
- Financial assistance,
- Psychological support,
- Parenting counselling services for employees with children.

Project Team and Contact Information

QNB Türkiye Project Team

Treasury Sales, International Banking and Sustainability

Yeliz Ataay Arıkök - Managing Director / Chair of the Sustainability Committee

Sinem Ayvalıoğlu - Department Manager / International Banking and Sustainability

Banu Çaylak Derya - Senior Assistant Manager / Sustainability

Legal Counsel

Ali Yılmaz - Executive Vice President

Melis Ultav - Department Manager / Legal Department

Kadriye Özkan - Senior Legal Department

Seçil Şentürk - Department Manager / Board of Directors and Corporate Governance Office

Meltem Erdoğan - Assistant Manager / Board of Directors and Corporate Governance Office

Internal Control and Compliance

Sercan Kıyas, İç Kontrol ve Yasal Uyum Başkanı

Özge Emre, Başkan Yardımcısı / İç Kontrol ve Yasal Uyum

Çiğdem Tokalar, Müdür Yardımcısı / İç Kontrol ve Yasal Uyum

Communications and Customer Experience Office

Armağan Engel - Director

Didem Argüden - Manager / Media and Public Relations

Nilay Taşkan - Assistant Manager / Media and Public Relations

Human Resources

Cenk Akıncılar - Executive Vice President

Berrak Tokmak - Senior Assistant Manager / Learning and Development

Elif Kırdar - Senior Assistant Manager / Personnel Information and Payroll

Esra Hırca - Business Partnership and Recruitment

QNB Kristal Kule
Büyükdere Cad. No: 215
Şişli 34394 İstanbul

qnb.com.tr