



Bullying and Harassment

A Handbook for Screen Directors

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Bullying and harassment: supporting our members

Workplace bullying and harassment may be more common than you think. Most agencies working in the sector predict that one third of us will experience it during our career.

Screen directors can be vulnerable, typically working to a challenging schedule on a freelance basis and in highly charged environments where bad behaviour may be overlooked or ignored. Whilst directors can suffer from bullying and harassment, they can also be perpetrators of bullying and harassment.

At SDGI, we operate a zero-tolerance policy towards bullying and harassment. We expect our members to comply with that policy and ensure that they themselves maintain the highest professional and ethical standards during a production.

The challenges of going it alone

What has been apparent in our industry’s bullying and harassment cases is an overriding absence of three core principles:

- A sense of accountability
- Clear lines of responsibility
- The extension of professional respect to all.

In an industry so reliant on freelance workers, it has become all too easy for unacceptable behaviour to go unchallenged and be accepted as being ‘the way things are’. To make things worse, contract workers are also excluded from certain rights that their permanent counterparts take for granted. There is no obligatory access to HR support or an organisational grievance process, which can make it more difficult to speak out and seek appropriate remedies.

Also, as most jobs are secured by word-of-mouth as opposed to an HR recruitment process, many people may feel nervous about reporting an incident for fear of being labelled a troublemaker. It’s easy to see how preserving one’s professional reputation becomes paramount and how concerns over tarnishing one’s name may shroud unacceptable behaviour. This means it’s not unusual for freelance directors to find themselves working in an environment where bullying goes unchallenged and perpetrators elude reprimand.

In this handbook, SDGI will provide guidance on how to identify and respond to bullying and harassment using the various resources and protections available.

Recognising bullying and harassment: legal definitions

In everyday conversation, the words ‘bullying’ and ‘harassment’ are interchangeable. However, ‘bullying’ is not a term recognised by Ireland law, whereas ‘harassment’ is — under the Equal Status Acts 2000-2018.

Most workplaces will have a code of conduct and grievance procedure in place to protect employees which will refer to both ‘bullying’ and ‘harassment’. The Health and Safety Authority (HSA), Ireland’s independent statutory body providing information and advice to employers and employees, has created a definition to help people identify abuse.

“...repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual’s right to dignity at work.”

HSA points out in its guidance document CODE OF PRACTICE FOR EMPLOYERS AND EMPLOYEES ON THE PREVENTION AND RESOLUTION OF BULLYING AT WORK that while bullying should be taken seriously, there is a distinction between that and harassment, and lists examples of bully behaviours.

“A pattern of the following behaviours are examples of types of bullying.

- Exclusion with negative consequences
- Verbal abuse/insults
- Physical abuse
- Being treated less favourably than colleagues
- Intrusion – pestering, spying or stalking
- Menacing behaviour
- Intimidation
- Aggression
- Undermining behaviour
- Excessive monitoring of work
- Humiliation
- Withholding work-related information
- Repeatedly manipulating a person’s job content and targets
- Blame for things beyond the person’s control.”

They also list common factors that indicate an increased risk of bullying:

- “High turnover of staff, high absenteeism or poor morale
- Employment tenure – a bully may regard new, casual or contract employees as easier targets than permanent employees;
- Hierarchies – hierarchies involving, for example, technical or non-professional employees working to professionally qualified employees which can sometimes present higher levels of bullying;
- Changes in the workplace – workplace changes which can increase the risk include change in ownership, new manager or supervisor, introduction of new work performance measures or of new technology or internal re-organisation;
- Management of relationships in the workplace – bullying may be more likely to happen in workplaces that do not have an effective management system which respects persons and monitors and supports work relationships;
- Personality differences – petty jealousies, personal biases, taking advantage of vulnerable or less ‘street-wise’ individuals can contribute to bullying;
- Gender/age imbalance – bullying may be more likely where there is an age or a gender imbalance in the workplace;
- Other factors include the composition of the workforce, interface with the public, history of tolerance of unacceptable behaviour, lack of or inadequate procedures or disregard of procedures for dealing with bullying.”

The Equal Status Acts 2000-2018

The above behaviours are all forms of bullying and are only legally defined as 'harassment' if the conduct is related to a 'protected characteristic' under the Equal Status Acts, which provides protection against discrimination in the workplace. The Act states that harassment takes place:

“where a person subjects another person (“the victim”) to any unwelcome act, request or conduct, including spoken words, gestures or the production, display or circulation of written words, pictures or other material, which in respect of the victim is based on any discriminatory ground and which could reasonably be regarded as offensive, humiliating or intimidating to him or her.”

The nine 'protected characteristics' are age, marriage and civil partnership, religion or belief, disability, pregnancy and maternity, sex, gender reassignment, race and sexual orientation.

Safety, Health, and Welfare at Work Act 2005

Under the Ireland Safety, Health, and Welfare Act 2005 (SHWA) an employer has a duty to “ensure, so far as is reasonably practicable, the health, safety and welfare at work” of their employees. However, it primarily offers protection for staff and freelancers undertaking high-risk functions or working in hazardous environments. As such, it does not offer protection for freelance directors.

As the Act legislates that an employer has a duty to safeguard the health and welfare of their employees, it can be applied to bullying and harassment where victims are vulnerable to psychological damage, including stress and mental and physical ill health. Companies failing to tackle bullying and harassment within their workforce are breaking the law.

The Health and Safety Executive, the public body responsible for the regulation and enforcement of workplace welfare, also states that companies should have “systems in place to deal with interpersonal conflicts such as bullying and harassment”. Typically, these systems are implemented by an HR department and provide a point of contact for victims and witnesses to seek support and remedies. But there is no legal requirement for those services to be extended to those working under freelance contracts.

When is it sexual harassment?

The term 'sexual' harassment is used when the communications and/or actions contain content of a sexual nature. HSA defines sexual harassment as:

“Sexual harassment is unwanted conduct of a sexual nature. It has the purpose or effect of violating the dignity of a worker, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Something can still be considered sexual harassment even if the alleged harasser didn't mean for it to be. It also doesn't have to be intentionally directed at a specific person.”

If the non-consensual sexual behaviour is threatening or of a physical nature it may then be classed as a sexual assault which becomes a criminal matter.

If you or someone else is in immediate danger or a crime is in progress, you should ring the Gardai on 999. If you do not require an emergency response but wish to report a crime, you should contact your local Garda station.

When is it unlawful or criminal?

Although workplace bullying is not automatically covered by the Equal Status Act 2000, as mentioned earlier, if the incident is related to a protected characteristic listed in the Equal

Status Act 2000, it becomes harassment and is 'unlawful'. This means it can be resolved through legal channels.

In other words, if the incident is motivated by a prejudice or bias due a person's age, marital status, religion, disability, pregnancy, gender, ethnicity or sexual orientation, it is covered by the Equal Status Act. If the behaviour is not related to a protected characteristic, it may still be humiliating, degrading, malicious, offensive or insulting. Although it cannot be pursued in law, other options are available.

A guide to behaviours and their legal status

Below we have set out examples of bullying and harassing behaviour, identifying whether it's unlawful under civil or criminal law. This is only a guide and members should seek further legal advice.

An incident motivated by a prejudice or bias due to age, marital status, religion, disability, pregnancy, gender, race or sexual orientation is covered by the Equal Status Act 2000 and is unlawful.

Link: <http://www.irishstatutebook.ie/eli/2000/act/8/section/11/enacted/en/html#sec11>

Example behaviours

- Refusal to communicate
- Isolating, excluding and setting someone apart from colleagues
- Duties removed with no explanation or justification
- Reprimanding someone in front of colleagues
- Using belittling or degrading language
- Using insults, sarcasm or offensive language
- Being antagonistic or provocative
- Using abusive and threatening behaviour
- Instigating a failure by delivering unreasonable work targets
- Repeated unwanted (non-sexual) physical contact
- Threatening/implementing disciplinary proceedings or dismissal without reasonable process or grounds.

An incident becomes 'sexual' harassment if it contains actions or content of a sexual nature. This is also unlawful under the Equal Status Act 2000.

Link: <http://www.irishstatutebook.ie/eli/2000/act/8/section/11/enacted/en/html#sec11>

Example behaviours

- Posting sexual imagery or content in public places
- Comments on perceived gender or sexuality
- Sexual language, suggestive remarks, sexual innuendo in written or verbal communications
- Unwanted compliments of a sexual nature
- Unwanted physical behaviour such as caressing, stroking or hugging
- Promise of a reward in return for sexual favours
- Threats of retribution following a rejection of unwanted sexual advances.

If non-consensual sexual behaviour is of a physical nature, it is classed as a sexual assault or rape and is a criminal act under the Criminal Law (Sexual Offences) Act 2017.

Link: <http://www.irishstatutebook.ie/eli/2017/act/2/enacted/en/html>

Example behaviours

- Sexual assault: when a person intentionally touches another person in a sexual way without consent
- Assault by penetration: when a person penetrates a victim with a part of their body or another object without their consent
- Rape: when a person penetrates a victim without consent
- Causing a person to engage in sexual activity without consent: when a person intentionally causes another person to engage in a sexual activity that they have not consented to.

Assault and Intimidation of a non-sexual nature is a criminal act under the Offences Against the Person Act 1861.

Link: <http://www.irishstatutebook.ie/eli/1861/act/100/enacted/en/print.html>

Example behaviours

- Stalking
- Threats to kill
- Inflicting bodily injury with or without a weapon • Attempting to choke or strangle
- Drugging, poisoning, throwing corrosive fluid
- Burning, maiming, disfiguring.

What protection is there if you are being bullied or harassed?

Directors are typically self-employed, meaning that the majority won't have access to HR support and an employee grievance process. Despite this, freelancers still have workplace rights under the Equal Status Act 2000.

Whether you are a freelancer or permanent member of staff, your employer should make you aware of their bullying and harassment policy, resolution process and expected standards of behaviour. They should also ensure that their management and HR teams are equipped with the skills and training to deal with workplace harassment. However, as a freelancer, it can sometimes be difficult to persuade the hiring company to intervene if the bullying behaviour is not considered to be discriminatory as defined by the Equal Status Act 2000.

If that is the case, there are other avenues of the law that may offer protection, such as the Non-Fatal Offences Against the Person Act 1997. This Act characterizes harassment as follows:

“Any person who, without lawful authority or reasonable excuse, by any means including by use of the telephone, harasses another by persistently following, watching, pestering, besetting or communicating with him or her, shall be guilty of an offence.”

This definition of harassment includes when one “seriously interferes with the other's peace and privacy or causes alarm, distress or harm to the other”, and you can act in the civil courts against the person harassing you, even if that individual hasn't been found guilty of a criminal offence. However, you must make your claim within six years of the incident. The civil court has the power to make an order or injunction against them to stop their behaviour. If they fail to do so the matter becomes a criminal offence and they can be prosecuted. You can also ask the court for compensation for emotional or financial suffering, for instance if you have been forced to give up a role due to emotional stress.

Whilst an injunction may not offer an immediate solution and can be costly, taking civil action can restore a victim's sense of control. Before pursuing civil proceedings, legal advice should be sought.

SDGI's role in championing the highest professional standards

SDGI is working to prevent bullying and harassment across the screen industries. The key principles we support are:

- Working collaboratively to create inclusive and professional working environments where bullying and harassment is not tolerated
- Clear communication of expected standards of conduct at the start of every production
- An open and transparent environment where people feel empowered to speak out and obligated to challenge negative behaviour
- A leadership team that takes all reports of bullying and harassment seriously and responds effectively

- A structure based on equality, promoting respect and value for all, regardless of position or experience
- A zero tolerance for harassment behaviour as outlined in the Equal Status Act 2000. SDGI is also calling for all production companies to ensure that freelancers and staff receive and agree to SDGI values that include expected standards of behaviour and a clear method for reporting incidents on every project. In addition, SDGI will offer its members practical advice and support as well as an impartial fact-finding procedure where needed to help resolve issues. Our overriding principle will be to provide a discrete and impartial response and where appropriate, offer mediation and escalation.

SDGI's own Value System

SDGI has developed a value system which acts as a set of guidelines. This requires members to:

- Not use their position to bully, abuse, victimise, harass or unlawfully discriminate against others;
- Take reasonable steps to ensure that people who wish to raise concerns about bullying, discrimination, harassment and/or victimisation by others feel able to do so.
- Cooperate fully with any process set down by SDGI Board should a formal process be instigated.

The full value system and overview of the complaints procedure will be available on the SDGI website.

Members can raise a complaint with SDGI in the event of an alleged breach of the Code by another member. The complaint can be verbal but must be followed up by a written submission, identifying the alleged perpetrator, detailing the occurrence including time, date and location along with names of any witnesses.

To understand the nature of events SDGI, where appropriate, may conduct a confidential 'fact-finding' process, reviewing available evidence whilst remaining impartial and objective. If ultimately the complaint is upheld, proportionate sanctions will be imposed.

What to do as a victim of bullying and harassment

Essentials:

- Keep good records (dates, times, description, witnesses) of all incidents
- Involve SDGI as soon as you feel you need help
- Approach the hiring company and ask them to resolve the situation
- Be prepared with information (you may need to take part in mediation with the perpetrator)
- Decide what resolution would be satisfactory (an apology, training, disciplinary action).

Victims must be empowered to speak out, as no one has the right to bully or harass another individual. SDGI can offer a first sounding board if a member needs advice about how to respond to an incident. There's also a number of professional and confidential support services that can offer guidance (see Appendix).

The first response should be to keep a record of the incidents including dates, times, who was involved, where it took place and what was said (actual phrases where possible), and gather together related photographs, emails and texts. If possible, also include a copy of the production's anti-bullying and harassment policy in your file. You can then contact SDGI and we will explain your options and offer guidance on appropriate action. We may also offer to act as

a mediator or direct you to a third-party professional.

If a victim feels comfortable doing so, they may wish to approach the perpetrator to discuss the offending behaviour. We advise to take a third party with you as a witness, such as a trusted colleague or a SDGI representative. It's important to have all the facts clearly documented and to stay calm. Often this initial conversation is enough to 'clear the air' and resolve a situation for both parties.

If this fails or if you feel unable to confront the perpetrator, share details of the incident with the hiring company, including a log of events, and request they intervene on your behalf. If you're unable to resolve the situation via this route, contact SDGI who will offer further guidance.

If a criminal act has occurred, for instance sexual assault or stalking, we will advise you to contact the police but ultimately this will be your decision. However, where we believe you or other individuals are in imminent danger, we may decide it's in the public interest to report the matter.

What to do if you witness an incident

Essentials:

- Note who may also be a witness and mentally log events
- Intervene
- Advise your colleague of the support routes available
- Encourage them to seek the support of their professional body or trade union • Report it to the producer.

A director may witness incidents of poor behaviour amongst cast and crew. Use common sense as to what behaviour, tone and language should be used in the workplace and when to intervene. A helpful rule of thumb is whether you would consider that 'reasonable behaviour'. In the first instance, the director should intervene, reminding those involved of the expected professional conduct while on set. A quiet word is often sufficient.

Offer support if the recipient of the behaviour wishes to report the matter or agree to report it on their behalf. Advise them to approach their professional body or trade union and document available evidence. If the incident is of a criminal nature, advise them to contact the police. Always ensure that you record details of your own actions and responses in case you are called upon to give an account of events at a later date.

As managers of people, if directors wish to develop their professional skills in dealing with bullying and harassment, there are a number of free and inexpensive resources that they can access (see Appendix).

What to do if you feel your own behaviour is inappropriate

Essentials:

- Be aware of your own behaviour
- Acknowledge where you have behaved inappropriately and apologise
- Identify ways you can change your behaviour
- Consider training/skills development.

There is a difference between strong and forthright leadership and bullying. On a set, tensions can run high. The pressure of delivering a project on time and within budget can be immense. Everyone is susceptible to taking their emotions out on someone else in times of stress. Much of this behaviour may even be unconscious and it may take a third party to make someone aware that they're not behaving professionally.

However, this is not an excuse for poor behaviour. Remember, it doesn't matter what the intention of the interaction is, if the person on the receiving end feels intimidated or bullied, it's not acceptable. Treat others how you would like to be treated and if you realise that you've behaved badly, take the initiative and apologise. If the incident was in public, ideally the apology should be too. It will reinforce the principle that everyone, at every level of production, is accountable for their behaviour. Apologising takes courage but it can make all the difference, sparing those involved a more uncomfortable confrontation later on.

If one of your co-workers challenges your behaviour, try not to be defensive. Instead take time to listen to their complaint. Think how they may have misinterpreted your behaviour or how you could have handled an interaction better. It's up to you to create an environment where anyone feels they can safely challenge offending behaviour, even if you are the offender.

What to do if you have been wrongly accused of poor behaviour

Essentials:

- Try to remain calm and do not confront your accuser
- Write down your understanding of any events that may have led to a false complaint

- Ask your employer to share with you their next steps, in terms of an existing complaints procedure and how the allegation will be fact-checked. Again, write these down.
- Contact SDGI for further support.

Finding out that a colleague has made a complaint against you is distressing. If you think you've been wrongly accused, call SDGI and we will work with you to understand the nature of the complaint and discuss the options available to you.

To help us identify any circumstances that may have led to a false accusation, please gather all information that is relevant to the incident(s). You should include related emails, texts, work instructions/creative briefs, time sheets and photographs, and write down your own account of what happened. We won't share any information without your permission. If the company has a production code of conduct or anti-bullying policy please ask for a copy. This will outline the parameters of unacceptable behaviour within the project and will provide a baseline through which any behaviour will have been measured.

SDGI will provide professional support without judgement if you believe you've been wrongly accused and we'll seek to ensure that you are treated fairly and appropriately.

Avoiding scenarios that could be misconstrued

As well as promoting an anti-bullying policy and establishing expected conduct in the workplace, it's useful to consider your own on-set etiquette to reduce opportunities for misunderstandings, for example:

Language: Dialogue on set can sometimes be colourful. Whilst it is common to use expletives these days for punctuation or emphasis, some colleagues might find them offensive or aggressive. Try to be mindful of how you communicate on set and use a professional tone.

Clarity: Be clear about what you want your colleagues to do and within what time frame. Make sure they understand your expectations and do not ask them to undertake unreasonable tasks that cannot be achieved. That would be unfair and could easily be misinterpreted as 'being set up to fail'.

Don't be a gossip: It might feel like harmless banter to sit with your crew and joke about someone not present. However, be mindful that conversations can easily escalate and your

involvement could be seen as endorsing their exclusion or negative treatment from others. If you find yourself in this situation, try to shut down the conversation and remind everyone to be inclusive and respectful. Try to identify what assistance a person may need to be accepted into the group and if you're able, offer it to them.

Physical contact: The politics of touching is complex and directors should be mindful of who, how and why they are touching someone in a professional context. Age, gender, status, belief, familiarity, trust, intimacy and necessity are just some of the factors at play when someone else reacts to being touched. As a rule, unless you know them well, stick to more formal contact such as shaking hands. If you must touch someone, ask 'may I?' first.

Consistency: Ensure everyone in your crew is subject to and follows the same rules and behaviour. Do not give preferential treatment to friends or people with shared connections or sub-par treatment to those you do not bond with. Be consistently professional in how you treat everyone.

Age: If your project is crewed by people of different ages or backgrounds, accept that opinions on acceptable behaviour may differ. To bridge the gap, ensure everyone is working from the same set of rules that are defined at the start of the project. Let them know what you consider to be unacceptable — for example, sexist, ageist or racist comments.

Meetings: Hold one-on-one meetings in professional spaces as opposed to more intimate settings, such as at a private house or in a pub. If you are meeting with multiple people those locations are fine but for individuals, schedule meetings at the production office, rehearsal space, studio, in a quiet corner of the set or eating area to ensure that your invitation is not misconstrued and the individual feels at ease. If you do need privacy to give feedback or deal with a problem, then you should involve their manager/Head of Department and invite them to be present (or the producer if it's a Head of Department that you need to speak to). This will help reduce the chances of a misunderstanding and give that person the confidence that they are being dealt with professionally. It is also good practice to explain in advance why you want to meet so they can prepare.

Listen: Production environments are not democracies but as far as possible do try to listen to the ideas and feedback of your crew. They are all skilled craftspeople in their own right and if they feel ignored, excluded or marginalised that could compromise your working relationship with them. If they do want to talk to you about what they consider to be an issue, listen to their concerns and try and find a reasonable resolution.

Frequently asked questions

Q: What can I do about bullying and harassment?

A: Eradicating bullying and harassment is everyone's shared responsibility. You can make a real impact on someone's life by simply supporting them. Part of the problem with the culture in our industry is that victims feel isolated and fearful to act. If you see something you think is wrong, challenge it and encourage the recipient to do so too. In every new role, make it one of your first tasks to ensure everyone knows how to behave and how to make a complaint.

Q: Could making a complaint about a senior person lose me my job?

A: Reporting an issue should not be detrimental to your career. Professional integrity should be at the core of the work we do. As professional craftspeople we must hold ourselves to high ideals. We need to help change the culture of fear. The more people that report bad behaviour, the faster the industry will evolve. If you feel you are going to be disadvantaged by reporting bad behaviour, contact SDGI and we will provide support and guidance.

Q: I like banter on my set but is it bullying?

A: It is bullying if the recipient feels uncomfortable or intimidated. This may not have been your intention but if your banter is of a personal nature, it may be misconstrued and cause offence. When you do not know new colleagues and how they might react, be mindful about the language and tone that you use in conversation.

Q: I don't want to get involved in other people's conflicts at work, what should I do?

A: Until an independent commission is in place to manage these incidents across the industry, being involved is a duty. The production company should have a bullying and harassment policy in place and you need to know what it is so that you can advise your colleagues what to do. If you need additional advice on tackling a problem, you can contact SDGI.

Q: I've seen some incidents over the years but I haven't done anything about them. What are the legal consequences and liabilities of taking no action?

A: There are three things to consider. First, being told of a harassment situation and ignoring it, or deliberately not dealing with it appropriately, is unlawful. It can be classed as 'victimisation' and the victim may decide to seek legal advice against you. Secondly, witnessing an incident and failing to act arguably makes you complicit. And thirdly, by doing nothing, you are likely making the outcome far worse for the victim. The perpetrator will wrongly believe that their behaviour is acceptable and will continue to bully the victim and possibly go on to bully others.

Q: The organisations that hire me are small and don't have HR departments or have a code of conduct. What can I do?

A: If there is no provision in place for dealing with bullying and harassment, lay out your own expectations for professional behaviour on set at the start of production. This can be delivered verbally, via email or with on-set signage. It can simply be a statement of intent but even this will act as a deterrent. For instance:

- Cast and crew must treat each other with dignity and respect
- Poor behaviour will not be tolerated
- If anyone witnesses bullying or harassment, they should intervene
- All bullying and harassment behaviour must be reported to the director/producer
- All incidents will be treated seriously, impartially and in confidence
- Retaliation against anyone for reporting an incident or intervening will be viewed with zero tolerance and perpetrators may be removed from set.

Appendix

Support organisations:

Government: Online Health and Safety Course

<https://www.gov.ie/en/service/take-an-online-health-and-safety-course/>

Samaritans

Support Line: 116 123

www.samaritans.org

Rape Crisis Help

(For victims of sexual assault and rape)

24 Hour Helpline: 1800 778888

<https://www.rapecrisishelp.ie>

General Employment Support

HSA– Support Line: 1890 289 389

https://www.hsa.ie/eng/Workplace_Health/Bullying_at_Work/

Citizens Information

Support Line: 0761 07 4000

<https://www.citizensinformation.ie/en/employment/>

Irish Human Rights And Equality Commission

Support Line: 353 0 1 8583000

<https://www.ihrec.ie/your-rights/>

Equality Advisory and Support Service

Support Line: 0808 800 0082

Text Line: 0808 800 0084

www.equalityadvisoryservice.com

Sexual Assault Referral Centres

(Confidential and do not require police involvement)

<https://crimevictimshelpline.ie/services-resources/services>

Police for criminal offences

Report a crime:

— Emergency response required call 112 — Non-emergency assistance call your local station

<https://www.garda.ie/en/contact-us/useful-contact-numbers/>

Further reading:

Code of Practice for Employees and Employers at work

https://www.hsa.ie/eng/Publications_and_Forms/Publications/Occupational_Health/CoP_Bullying.pdf

Non Fatal Offences Against the Person Act, 1997

<http://www.irishstatutebook.ie/eli/1997/act/26/enacted/en/print#sec10>

Citizens Information: Equality in the Workplace

https://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html

Citizens Information: Harassment at Work

https://www.citizensinformation.ie/en/employment/equality_in_work/harassment_at_work.html

Workplace Relations Committee: Filing a Complaint

https://www.workplacerelations.ie/en/complaints_disputes/making_a_complaint/

Further training and courses

Intimacy Coordinator

Ita O'Brien <https://www.itaobrien.com>

Workplace Relations Commission Suggested Guides

https://www.workplacerelations.ie/en/publications_forms/guides_booklets/

Irish Human Rights and Equality Commission Guides and Tools

<https://www.ihrec.ie/guides-and-tools/>

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