



# HOW BUSINESS CAN TACKLE GENDER BASED VIOLENCE IN THE WORLD OF WORK

## A TOOLKIT FOR ACTION

**BUSINESS FIGHTS POVERTY**

2019



IN COLLABORATION WITH:

PRIMARK®





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# FOREWORD



**G**ender Based Violence (GBV) affects 1 in 3 women globally and has been referred to by the UN Secretary General Antonio Guterres as a political ‘global pandemic’ and ‘a mark of shame on all our societies’<sup>1</sup>. GBV takes many forms but this Toolkit is focused on sexual harassment and domestic violence, which can affect women’s full and equal participation in the workforce.



GBV affects employees physical and mental health and well-being, leading to stress, anxiety, loss of self-esteem and motivation. Often women are forced to leave their jobs. It contributes to the gender pay gap and seriously affects women’s opportunities for advancement and career progression. Women usually bear the brunt of GBV, although others are at risk, including men and members of the LGBTQI community.



The costs of GBV are high, with estimates totalling \$1.5 trillion, the equivalent of 2% of global GDP<sup>2</sup>. One study in Peru found that violence costs companies \$6.7 billion per year in lost productivity and associated organisational costs<sup>3</sup>.

The #MeToo movement has shown there is an unprecedented demand for change, including from employees and some business leaders across the world<sup>4</sup>. Companies are beginning to innovate to tackle GBV. More firms must now follow.

*Companies are beginning to innovate to tackle gender-based violence. More firms must now follow.*

§Yet, many companies remain unclear on how to address the problem. That's why we agreed to partner to better understand **how** businesses can most effectively address GBV.

Our Toolkit is the result of that collaboration. It includes a 5-step framework to help companies comprehensively tackle violence and harassment at work:

1.  **PREVENT** violence and harassment by identifying potential risks

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2.  **COMMIT** to gender equality and diversity across the workplace

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3.  **PROTECT** employees with supportive policies and procedures

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4.  **COLLABORATE AND CAMPAIGN** beyond the immediate workplace

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5.  **BE ACCOUNTABLE** and monitor action

We have also included a detailed diagnostic tool developed by Business for Social Responsibility to help guide companies to take an in-depth look at their policies, procedures and operations. This includes evaluating operations across their value chains.

The Toolkit is timely and will help companies prepare for the implementation of the new International Labour Organisation Violence and Harassment Convention<sup>5</sup>. This was agreed in June 2019 and sets out the first globally recognised standards for addressing violence and harassment by governments and employers. One of the most significant implications of the Convention is that it will require a more comprehensive response from companies.

By taking the actions described in this Toolkit, companies will also help contribute to the achievement of the internationally agreed UN goals, particularly Sustainable Development Goal (SDG) 5 on gender equality and SDG 8 on decent work and inclusive growth. It will also prepare those engaged in development and humanitarian operations, including private sector suppliers, to adhere to the July 2019 OECD DAC Recommendation on Ending Sexual Exploitation, Abuse and Harassment<sup>6</sup>.





***Taking action will benefit overall performance, productivity and retention***

Three insights have emerged from our Challenge into how business can address GBV:

- ➔ *Diverse and inclusive workplaces are essential for effectively tackling GBV, which all businesses—whether big or small—should aim to have.*
- ➔ *A new spirit of openness and trust amongst business is required. Taking the steps outlined in this Toolkit will initially lead to an increasing number of staff reporting incidences. This must be openly recognised as a positive step towards improved practice.*
- ➔ *Developing more transparent means of reporting on the success or failure of approaches is critical, as many of our case studies lack the means to track real impacts.*

GBV is not an easy subject to tackle but it can be done. Our Toolkit illustrates that there are many actions businesses can take even if they are at the very start of this journey. The results will benefit overall performance, productivity and retention. And, those experiencing GBV deserve nothing less.



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# → THE COSTS




**\$1.5<sup>US</sup> Trillion**

... or 2% of global GDP **THE COST OF VIOLENCE AGAINST WOMEN AT A GLOBAL LEVEL** (UN Women, 2016).



**\$6.7<sup>US</sup> billion per year**

Peru: **COMPANIES LOSE MORE THAN US\$6.7 BILLION A YEAR** - equivalent to 3.7% of GDP (Vara-Horna, 2013)<sup>34</sup>



**\$89<sup>US</sup> million per year**

**THE COST OF SEXUAL HARASSMENT FOR THE CAMBODIAN GARMENT SECTOR.** (CARE 2017)<sup>35</sup>



**500,000**

**LOST WORKING DAYS PER YEAR IN EGYPT DUE TO MARITAL VIOLENCE.** (UN 2019)<sup>36</sup>

***Employee turnover - may represent “the largest single component of the overall cost of sexual harassment.”***  
(US Equal Employment opportunities commission)



**4/5**

**4 OUT OF 5 WOMEN DON'T REPORT HARASSMENT TO THEIR EMPLOYER.** (TUC 2016)<sup>37</sup>



# THE EFFECTS



## 60%

**THE NUMBER OF WOMEN IN ONE US STUDY WHO QUIT THEIR JOB OR HAD IT TERMINATED AS A RESULT OF DOMESTIC ABUSE. (IWPR 2017)<sup>38</sup>**



## 77%

**77% OF WOMEN IN SOUTH AFRICA REPORTED EXPERIENCING SOME FORM OF WORKPLACE SEXUAL HARASSMENT. (IFC 2016)<sup>39</sup>**



## 75%

**IN THE EU 75% OF TOP FEMALE MANAGERS AND 74% OF PROFESSIONAL WOMEN REPORTED EXPERIENCING SEXUAL HARASSMENT. (IFC 2016)**

## THE IMPACTS:

- ➔ PHYSICAL INJURY
- ➔ MENTAL HEALTH PROBLEMS
- ➔ LOW PERFORMANCE
- ➔ ABSENTEEISM
- ➔ DRUGS AND ALCOHOL ABUSE (UN 2019)<sup>40</sup>

# \$75,000<sup>US</sup> to \$150<sup>US</sup> million

**THE COSTS EMPLOYERS CAN LOSE DEFENDING AN EMPLOYMENT DISCRIMINATION CASE.<sup>41</sup> according to Workforce Magazine**



## 202 YEARS

**ACCORDING TO THE WORLD ECONOMIC FORUM, THE GLOBAL GENDER PAY GAP WILL TAKE 108 YEARS TO CLOSE. (WEF 2019).**



# What is Gender Based Violence (GBV)?

***GBV** is violence directed against a person because of their gender. Both women and men experience GBV but the majority of victims are women and girls. The two types of GBV addressed in this report are sexual harassment and domestic violence. **Sexual harassment** is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated (ILO). **Domestic Violence** refers to any behaviour within an intimate relationship or family relationship that causes physical, sexual or psychological harm, including physical aggression, sexual coercion, psychological abuse and controlling behaviours (UN). For more detailed definitions and examples, please see the appendix.*

## METHODOLOGY

This Toolkit was developed by Business Fights Poverty, with support from the Challenge supporters Anglo American, CARE International UK, International Finance Corporation and Primark. It is the main result of the Challenge on 'What role can business play in tackling GBV' which ran for nine months from February 2019.

Desk-based research was enhanced by workshops in London and Oxford, as well as online discussions and an online survey. This drew on the collective experience and insights of nearly 150 representatives from business, academia, NGOs and government bodies. Over 25 interviews were conducted with academics, technical experts and implementers including HR professionals (for a list of individuals consulted, please see the Acknowledgements section).

Key insights generated during this collaborative research process were used to develop a framework for addressing GBV. This forms the basis of this guide. We are grateful for the peer review of this Toolkit by Dr Jane Pillinger, leading expert and author of the UN Women/ILO (2019) Handbook on Addressing Violence and Harassment Against Women in the World of Work.

The intention is that this guidance and the accompanying Business for Social Responsibility (BSR) diagnostic tool will provide companies with the necessary tools to start taking action.



# INTRODUCTION

Violence and harassment in the workplace, in intimate relationships, and in wider society, affects peoples full and equal participation in employment. It particularly affects women, depriving them of their human rights, negatively affecting their health, wellbeing, safety, security and ultimately their advancement in the workplace.

*the International Labour Organisation (ILO) overwhelmingly agreed a new global treaty in the form of a Violence and Harassment Convention*

Violence and harassment can be economic, emotional, physical, or sexual and can involve patterns of coercive control that deny women's independence and autonomy. Violence and harassment have a negative impact on businesses, costing millions in terms of lost productivity, higher levels of absenteeism and loss of valuable employees.

In addition to the human and economic impacts, global standards are now in place. In June 2019, the ILO overwhelmingly agreed a new global treaty in the form of Violence and Harassment Convention (C190) and an accompanying Recommendation (R206). It puts new obligations on governments and companies to prevent

and tackle violence and harassment for all workers, including those in the most vulnerable forms of employment.

This Toolkit is designed to help companies navigate this complex new landscape. It includes the Business Fights Poverty Framework, which sets out 5 key steps for companies, enabling them to take a comprehensive approach to tackling the problem. Each step is illustrated with case studies and helpful tips.

1.  **PREVENT**
2.  **COMMIT**
3.  **PROTECT**
4.  **COLLABORATE**
5.  **BE ACCOUNTABLE**

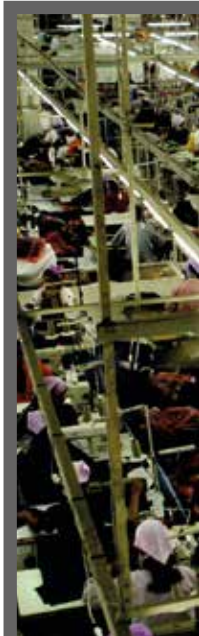


*This Toolkit aims to promote business engagement, activism and innovation in creating workplaces that are free from violence and harassment*

The framework shows ways in which employers, managers and employees can all play their part in creating more diverse, inclusive and respectful workplaces, strongly rooted in gender equality. It aims to provide a framework for action for all companies, be they small, medium-sized enterprises or multinationals. It is also designed to be useful for those at the beginning of their journey and those already investing significant effort towards tackling GBV.

This Toolkit aims to promote business engagement, activism and innovation in creating workplaces that are free from violence and harassment. It looks at two key dimensions of GBV that affect women's full and equal participation in the workplace: sexual harassment and domestic violence.

For those companies ready to take a deeper look into how they are approaching the issue, we have included in the annex the BSR 'Diagnostic Tool' which guides an organisation every step of the way and can be used internally by staff or with the support of a partner organisation.





# MAKING THE CASE

## WHY SHOULD BUSINESS TACKLE GBV?

### 1. THE BUSINESS CASE

Employees are often a business's greatest asset. Finding and retaining the best talent, reducing the cost of employee turnover, and enhancing employee performance and productivity are priorities across all progressive businesses. However, violence and harassment at work or at home has a significant impact on all these areas, particularly for women employees, across the value chain. On the flip side, diverse, inclusive and respectful workplaces produce higher satisfaction levels, which increase employee engagement and performance and ultimately profits.

### WHY DOES GBV MATTER TO SENIOR LEADERSHIP AND HUMAN RESOURCES?

#### The costs:

- ➔ **Higher rates of turnover and absenteeism.** *In Papua New Guinea, IFC and partners estimated that staff lose 11 workdays per year to GBV, including two days to presenteeism, five to absenteeism and four to assisting other GBV survivors. Staff time alone cost companies between 3% and 9% of payroll.<sup>7</sup>*
- ➔ **Lower productivity and performance.** *In the US women who have suffered from domestic violence work 10% fewer workdays per year than women who have not been subject to such violence.<sup>8</sup>*
- ➔ **Negative impact on workplace relations, and stress related illness.** *This includes a tendency to 'presenteeism' when a worker is physically present but not able to concentrate leading to increased chances of mistakes and accidents.<sup>9</sup> In Europe stress contributes to around half of all lost working days.<sup>10</sup>*



## 11 days

In Papua New Guinea IFC estimated that staff **lose 11 workdays per year to GBV**





# 57%

57 per cent of enterprises said it was **easier to attract and retain talent** with inclusive gender policies.

## THE BENEFITS OF ADDRESSING VIOLENCE AND HARASSMENT:

According to the 2019 ILO Women in Business Report which surveyed 13,000 enterprises in 70 countries:<sup>11</sup>

- *Almost 57% said it was easier to attract and retain talent with inclusive gender policies.*
- *In the absence of violence and harassment, productivity of former survivors and perpetrators, as well as bystanders, improves.*
- *Almost three-quarters of those companies that tracked gender diversity in their management reported profit increases of between 5 and 20%, with the majority seeing increases of between 10 and 15%.*

## WHY DOES GBV MATTER TO BRAND AND OPERATIONS?

- *Recent examples have illustrated how **negatively sexual harassment claims can affect a company's brand and reputation**. After the Haiti scandal at Oxfam, a poll found that more than 60% of people were less likely to donate to the organisation<sup>12</sup>. Uber scandals including allegations of sexual harassment by senior staff and drivers resulted in 56% of respondents refusing to use their services.<sup>13</sup>. In 2015 the World Bank cancelled \$265m of funding for the Kamwenge-Fort Portal road in western Uganda, amid allegations of sexual abuse and misconduct by construction workers on the project. Research has shown that when people learn that a sexual harassment claim has been made in an organisation, they see it as less equitable than an organisation where a claim of a different transgression, such as financial misconduct, was made<sup>14</sup>.*
- *As OurWatch Australia have noted 'Working to change the social and structural conditions that drive violence can be good for business, building trust and loyalty, and enhancing reputation by showing leadership on issues the community cares about'.<sup>15</sup> For example, in 2018 Carling Black Label responded to the fact that 3 women in South Africa are killed every day by partners. As the largest beer brand in the country, it saw an opportunity to raise awareness among the brand's largely male consumer base to encourage behaviour change, and ultimately help put an end to violence against women. The brand created a campaign aimed at men*

saying that there is 'no excuse' for gender violence, which involved high profile activations and a powerful on-the-ground programme promoting positive masculinity. The campaign is a long-term commitment for the brand and to date has increased positive brand sentiment by 86% and reached 45 million people through social media and traditional advertising.<sup>16</sup>

***In the absence of violence and harassment, productivity of former victims and perpetrators, as well as bystanders, improves.***

- ➔ According to the ILO Women in Business Study, gender inclusive policies resulted in more than 54% of respondents reporting improvements in creativity, innovation and openness and a similar proportion said effective gender inclusivity enhanced their company's reputation. 37% felt it enabled them to gauge customer sentiment more effectively.

## **WHY DOES GBV MATTER TO LEGAL AND HUMAN RIGHTS STAFF?**

All employers have a duty of care to ensure the wellbeing of employees and a legal responsibility to provide a safe and healthy work environment. Preventing violence and harassment is a key part of this. Meeting these obligations helps to create a positive and inclusive working environment and minimizes the risk of reputational loss from costly lawsuits<sup>17</sup>.

- ➔ **Occupational Health and Safety.** *In many countries, laws oblige employers to take reasonable precautions to maintain a safe and healthy workplace for all employees. As the ILO Violence and Harassment Convention sets out, this should encompass both psychological and physical safety.*
- ➔ **Compliance.** *Companies are encouraged to adopt human rights due diligence frameworks that integrate gender equality and GBV, as outlined in a recent report of the Office of the High Commissioner for Human Rights (OHCHR). Investor performance standards are also now being widely used by all private sector focused Development Financing Institutions requiring compliance with a variety of social and environmental standards. The IFC has strengthened references to tackling GBV in their standards. To minimise risks, where standards are not in place companies can make reference to key international human rights standards and ILO Conventions even if they have not been adopted in the relevant countries.*



→ **A new global standard.** Until June 2019 more than one third of countries had no laws against violence and harassment at work.<sup>18</sup> However, the ILO Violence and Harassment Convention creates a clear global benchmark. Ratifying governments will commit to adopting an inclusive, integrated and gender-responsive approach for the elimination of violence and harassment including:

- + Prohibiting in law all forms of violence and harassment;
- + Ensuring relevant policies to address violence and harassment;
- + Adopting a comprehensive strategy to implement measures to prevent and combat;
- + Establishing or strengthening enforcement and monitoring mechanisms;
- + Ensuring access to remedies and support for survivors; providing for sanctions;
- + Developing tools, guidance, education and training, and raising awareness;
- + Ensuring effective means of inspection and investigation of cases.



**\$75k -  
\$150m**

**the costs employers can lose defending An employment discrimination case.<sup>42</sup>**

according to Workforce Magazine

## WHY DOES THIS MATTER TO FINANCE AND CORPORATE GOVERNANCE?

### Legal obligations create legal

**- and financial - liability** if the employer fails to address workplace sexual harassment at all, or does so inadequately. In many countries there are legal, reputational and financial costs for companies that do not prevent sexual harassment. In the USA, for example, the costs to companies for settling claims of sexual harassment has been high - prevention makes a lot of financial sense.

- *21st Century Fox paid \$45m in the first quarter of 2017 to settle allegations of sexual harassment. In the same year, it received a \$90m insurance payment for investor claims arising from the sexual harassment scandal at Fox News.<sup>19</sup>*
- *In the US, according to Workforce Magazine, employers can expect to lose between \$75,000 and \$125,000 defending a case through discovery and a ruling on a motion for summary judgment. (Assuming the employer wins; otherwise, the total typically ranges from \$175,000 to \$250,000—but may even surpass \$150 million).*



## THE BUSINESS CASE SOLTUNA, SOLOMON ISLANDS:



SolTuna, an IFC investment client, is a tuna processing plant in the north west of the Solomon Islands, employing 2,100 of the country's 540,000 residents. In order to uncover and address the drivers of high absenteeism (32% on a daily basis) and to explore what they could do to attract, retain, and engage women workers, SolTuna conducted an extensive gender diagnostic with the International Finance Corporation (IFC) in 2015. They found that 10% of absences were due to "family problems". Workers reported that these family problems included physical violence, threats, and other forms of domestic violence. These findings are supported by statistics which show that almost half (42%) of income-earning women experience GBV in the Solomon Islands. After implementing a comprehensive gender programme (including actions targeting financial literacy) They launched a Respectful Workplace Programme to address bullying and harassment and support employees affected by domestic violence SolTuna reduced controllable absenteeism (i.e. not including holiday and other forms of formal leave) from 16% to 12% (a 25% decrease) from 2015 to 2016.



IFC estimates that by reducing controllable absenteeism from 18% to 15%, the company stood to achieve the following earnings/savings:

- + **\$1,580,000** in additional productivity;
- + **\$45,000** in savings due to not needing to overstaff shifts;
- + **\$121,000** in savings due to reduced overtime.

Adapted from ICRW Gender Smart Agriculture case study <https://www.icrw.org/wp-content/uploads/2018/12/SolTuna2.pdf>

Original IFC report on THE IMPACT OF DOMESTIC VIOLENCE ON BUSINESSES in the Solomon islands, Fiji and Papua New Guinea can be found in the additional resources section of this report



# THE BUSINESS FIGHTS POVERTY 5 STEP FRAMEWORK TO TACKLE GBV IN THE WORLD OF WORK

	STEPS TO TAKE	WHO	CASE STUDY
 <p><b>1. PREVENT</b></p> <p><i>How do we know if we have an issue with violence and harassment across our organisation?</i></p>	<p><b>Prevent violence and harassment from occurring by addressing potential risks</b></p>	<p><i>HR, Compliance, Sustainability, Risk Committees, Health and Safety Committees, Community Affairs Staff, Employees and their Organisations</i></p>	<p><b>Anglo American Kering</b></p>
 <p><b>2. COMMIT</b></p> <p><i>How do we convince employees we are taking GBV seriously and build trust across our organisation?</i></p>	<p><b>Commit to gender equality and diversity across the workplace</b></p>	<p><i>CEO, Board, Directors, Managers</i></p>	<p><b>Vodafone CARE</b></p>
 <p><b>3. PROTECT</b></p> <p><i>How do we protect our employees if they experience violence or harassment at work or at home? Will we make it worse?</i></p>	<p><b>Protect employees with supportive policies and procedures</b></p>	<p><i>HR, Employees and their Organisations, Staff Committees, CEO, Board, OHS, Security</i></p>	<p><b>Unilever</b></p>



***Our framework aims to show that all staff can take actions towards creating more diverse and supportive workplaces.***

#### STEPS TO TAKE

#### WHO

#### CASE STUDY



### 4. COLLABORATE

*How do we influence the wider value chain to protect employees? Can a company help change wider social norms that employees inhabit in their communities?*

**Collaborate across sectors and with suppliers and campaign beyond the immediate workplace**

*Regional managers,  
Government  
Agencies, Suppliers,  
Marketing, NGOs,  
Employees and their  
Organisations*

**Diageo  
Avon**



### 5. BE ACCOUNTABLE

*How do we know if our employees are benefitting from any of the actions we are taking? What do we have to do to comply with legal changes?*

**Be accountable and monitor action**

*HR, CEO, Legal, Board*

**Diageo  
and CARE**



## STEP 1 PREVENT



### QUESTION 1 HOW DO WE KNOW IF WE HAVE AN ISSUE WITH VIOLENCE IN OUR WORKPLACE?

*'We know that those most at risk in our supply chain are homeworkers, temporary workers and migrant workers' TFG brands.*

Low or no reporting of sexual harassment and GBV in any sector does not mean it is not happening. Every workplace has issues with violence and harassment. And domestic violence cases are massively underreported due to the fears of retaliation and a belief that nothing will change.

GBV happens in all sectors and occupations. However, women are most affected by violence and harassment when they work at the bottom of the global supply chain. For example, in garment factories or agriculture, in low-paid and low-skilled positions, in sectors that employ large numbers of women and/or jobs where women come into contact with the public, for example in health care, transportation and hospitality.



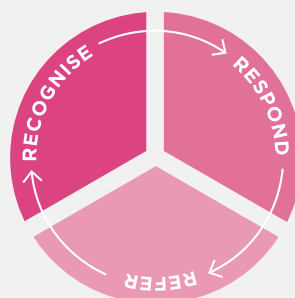
## WHO SHOULD BE INVOLVED?

HR, Compliance, Sustainability, Risk Committees, Health and Safety Committees, Community Affairs Staff, Employees and their Organisations

## TOP TIPS

- ➔ *Establish a working group to decide how your business wants to tackle the issue in your own context. Ensure it is made up of senior staff and employees to build trust. Develop a staff survey to create a baseline of staff knowledge, trust, and experiences of the issues. See IFC Toolkit<sup>20</sup> terms of reference for conducting a baseline study.*
- ➔ *Consider working with a partner to map vulnerabilities across the value chain (e.g. using the BSR Diagnostic in this report), and where possible conduct it with other companies/sectors to get a fuller picture and avoid duplication.*
- ➔ *Integrate violence and harassment prevention into existing risk management systems and processes and in joint employer-union health and safety committees. Make efforts to ensure that women are equally represented in health and safety committees. Ensure that psychosocial violence and harassment is included in risk assessments. These should consider how work practices such as overload and adverse conditions, or purchasing practices with suppliers may affect people.*
- ➔ *Integrate violence and harassment into existing human rights due diligence and impact assessments if they are not already there to help identify potential vulnerabilities and track them over time.*
- ➔ *Identify where you engage with those most exposed to risk, e.g. interns, homeworkers, informal workers, and migrants, and consider how you might reach out to them. For example, this could be done by creating gender forums or committees, and by representative participation in leadership positions in the workplace.<sup>21</sup>*
- ➔ *Ensure all staff are familiar with the Recognise, Respond and Refer framework for supporting employees at risk of domestic violence.<sup>22</sup> Recognise equates to the 'Prevent' step in this framework. This includes recognising changes in individual behaviour, attendance, performance and physical changes including bruises. LGBT+ employees experiencing abuse may be reluctant to speak/seek help, especially if they are not 'out' at work.*

### The **RECOGNISE, RESPOND and REFER** model<sup>22</sup>



By recognising the problem – particularly at an early stage – managers and employees can help 'break the silence' about domestic violence and abuse in the workplace and encourage employees to disclose and discuss the problem. This means that everyone in the organisation knows and understands that domestic violence and abuse is a workplace issue.

#### **Respond**

Companies ensure that policies and procedures provide a supportive workplace that can respond appropriately and empathetically when an employee discloses domestic violence and abuse.

#### **Refer**

Managers signpost employees to internal confidential services and information about support from specialist domestic violence support organisations, counselling services and other tools such as Vodafone Foundation Bright Sky app (where available) in order to report concern.



## CASE STUDY ANGLO AMERICAN SOUTH AFRICA: **CREATING A BASELINE TO UNDERSTAND GBV**



Anglo American, headquartered in the UK, is a globally diversified mining business with managed operations in Africa, North America, South America and Australia, as well as exploration, sales and other business activities and joint ventures across the globe.

For a host of reasons, mining is not an industry that has historically been attractive to women. Anglo American believes that change will take time and has made progress on increasing the numbers of women employed at its operations. Until 1996 women were legislatively prohibited from being employed in underground operations in South Africa, but now make up 20% of Anglo American's workforce and 28% of managers.

However, Anglo American needed a more strategic and purposeful approach to make mining an attractive career for women and in 2017 designed an Inclusion and Diversity strategy. Anglo American recognised the crisis in harassment and gender-based violence at a national level in South Africa and set out to understand the potential dynamics around these at its operations



***Anglo American's efforts to ensure the safety of women at work had started many years back with improvements to change houses and personal protective equipment***

and in host communities. The 'Living with Dignity' programme emphasises that employees can only truly feel valued and included at work when they are treated with dignity and respect.

Anglo American's efforts to ensure the safety of women at work had started many years back with improvements to change





***These stereotypes present barriers to women participating meaningfully in all aspects of mining and can normalize unacceptable behaviour.***

They decided to partner with the NGO International Alert to undertake a comprehensive series of baseline studies at mining operations to help understand the experience of women and vulnerable groups at work and in their communities as it relates to violence and harassment. The studies also aim to help Anglo American identify where it can take further steps to end violence against women in cases where existing measures may have been inadequate.

houses and personal protective equipment; and working with operations to improve the effectiveness of site-level women in mining committees and mechanisms for reporting harassment.

The reporting mechanisms (hotlines) revealed isolated incidences of violence and harassment but suggested there was no large-scale problem. However Anglo American felt that it was increasingly difficult to imagine that an issue that is so prevalent across the country and in mining communities, was stopping at the mine gate.

While this work is in its very early stages, initial indications are that highly dichotomised gender stereotypes prevail in many parts of the business. These stereotypes present barriers to women participating meaningfully in all aspects of mining and can normalize unacceptable behaviour. While the results are still being collected and analysed, they have already exposed several ways in which the company can improve its approach and the experience of women in mining.

CASE STUDY  
KERING FOUNDATION:  
**CREATING A CULTURE  
OF DOMESTIC VIOLENCE  
PREVENTION ACROSS  
THE LUXURY GROUP'S  
BRANDS**



KERING  
FOUNDATION



Recognising that one third of women experience violence in their lifetime and that 80% of its customers and 60% of its employees were female, the Kering Group decided to leverage its image and network to address violence against women through the creation of the Kering Foundation in 2008. The Foundation supports local survivor-centred organisations that provide comprehensive services to women, and works with younger generations, particularly young men and boys, to combat violence against women through prevention programmes.

In addition, the Foundation seeks to change behaviours within Kering and in society in general. It offers training sessions to raise awareness on domestic violence for Kering employees and created, in 2018, alongside the FACE Foundation, "One in Three Women", the first European network of companies engaged against GBV.



In order to provide a supportive and safe work environment for employees experiencing domestic violence, in 2011, the Kering Foundation created an innovative internal training programme co-designed, in partnership with the French NGO Fédération Nationale Solidarité Femmes (FNSF). Since then, the 3-hour introductory curriculum has been rolled out in Italy, the UK, the US, and now China, always partnering with local NGOs to adapt the content to the local context. The session covers the following: understanding the complex issue of domestic violence and breaking down stereotypes, the cycle of violence that victims experience, and how the company can support colleagues who are victims.



***The Foundation supports local survivor-centred organisations that provide comprehensive services to women and works with younger generations, particularly young men and boys, to combat violence against women through prevention programmes.***

The interest from staff prompted them to create a level 2, full-day course to become 'Internal Advocates', which goes further to address how to concretely support victims internally and refer them to specialised partner organisations. The Foundation has now created a network of the Internal Advocates, making their email addresses and phone numbers available across internal communication tools. These level 2 trainings are being rolled out across other countries.

The trainings have also been adapted for the Executive Committee of all the brands under the Kering group and the Foundation works closely with the heads of all the brands and their HR teams to roll out further trainings. They endeavour to find Internal Advocates across the brands.

After each training session and workshop, participants receive a feedback survey and questionnaire. The Foundation speaks to participants 6 months after the training to see if they retained the key messages and have spoken about the subject to people internally and externally. However, for reasons of confidentiality, Kering does not track or record the number of incidences of women who have suffered from violence disclosed internally.



## STEP 2 COMMIT



### QUESTION 2 HOW DO WE CONVINCE

**EMPLOYEES WE  
ARE TAKING GBV  
SERIOUSLY AND  
BUILD TRUST  
ACROSS OUR  
ORGANISATION?**

*However big or small you  
are it starts with inclusivity'...  
(Business In The Community  
2018)*

Companies that have actively sought to tackle GBV have built significant levels of trust amongst employees through sustained commitment to gender equality and inclusive workplaces.

Given that GBV is a cause and consequence of gender inequality, prioritising gender equality will ultimately help prevent violence and harassment at work. CEO and Senior Leadership commitments to diverse, equal and respectful workplaces are the foundation for tackling GBV.<sup>23</sup> These commitments must be backed by adequate resources and action.

### TOP TIPS

- *Build leadership commitment to gender equality. Consider creating a cross-functional team to assess the current culture and to present what competitors are doing to promote gender equality and the effects on culture, retention and profits.*





## WHO SHOULD BE INVOLVED?

CEO, Board, Directors, Managers

- ➔ *Make internal and external commitments to addressing GBV, both violence and harassment at work and domestic violence. Consider supporting corporate networks including OneInThree network or the White Ribbon campaign.*
- ➔ *Invest resources in commitments to gender equality and recognise that it is a continuous journey (e.g. Vodafone and Diageo have made 10-year commitments to making their workplaces 'the best places to work as a woman').*
- ➔ *Offer equitable employment and entrepreneurship policies, e.g. parental leave to all employees, equal pay for work of equal value, flexible hours.*
- ➔ *Increase the number of women represented on Boards and at Senior Management levels across the business by addressing any recruitment bias and policies.*
- ➔ *Provide gender equality training for managers and employees, which includes a focus on preventing and addressing the consequences of GBV in the workplace, and ensure that all relevant stakeholders have access to the training, such as suppliers, vendors, contractors and business partners. Train men in the workplace as allies and champions to end GBV.*
- ➔ *Integrate gender equality into your core business, e.g. new products and services designed for women, or consider tackling gender stereotypes and broadening definitions of masculinity through communications and marketing.*
- ➔ *Get EDGE certified (Economic Dividends for Gender Equality) and assess employment practices regularly. EDGE is the leading global assessment methodology and business certification standard for gender equality.<sup>24</sup>*
- ➔ *Ensure all policies and practices that might impact on gender equality are aligned internally, e.g. end the use of Non-Disclosure Agreements (NDAs) for sexual harassment cases at work to signal the seriousness with which the issue is taken and that someone in a powerful position cannot 'get away with it'.*
- ➔ *Employers should consider how an employee's gender, race, religion, class, ability, sexual orientation and/or gender identity affect their vulnerability to and experience of violence and harassment. Intersectionality is becoming a better-known term — it refers to the overlapping identities we have, and how they can become multiple layers of disadvantage.*

CASE STUDY  
VODAFONE:  
**ORGANISATION-WIDE  
COMMITMENT TO  
GENDER EQUALITY  
LEADS TO INNOVATIVE  
NEW POLICIES 10  
DAYS 'SAFE LEAVE'  
FOR COLLEAGUES  
EXPERIENCING  
DOMESTIC VIOLENCE  
AND ABUSE**



Vodafone Group Plc is one of the world's leading telecommunications groups, with a significant presence in Europe, the Middle East, Africa and Asia Pacific. Vodafone Group research in partnership with Opinium in 2019 revealed that one in three working adults (37%) had experienced domestic abuse in some form, which had significantly impacted their career. Vodafone responded by agreeing a policy of 10 days paid 'safe leave' across its 26 markets for any staff member experiencing domestic violence and abuse. The policy also makes provision for HR and line manager training to identify and assist those experiencing abuse. Several factors led the company to take such action (ahead of many governments legislating on the issue).

→ **Longstanding organisational commitment to gender equality**, building on a vision to make Vodafone the 'the world's best employer for women by 2025'. This vision had already led to the establishment of a global maternity policy with a minimum of 16 weeks leave, regardless of the market (2015), and their ReConnect programme to recruit 1,000 people back to work following career breaks (2017). The design of the global domestic violence and abuse policy was built on experiences in two markets: Australia (2015) and New Zealand (2017) where policies existed already.

→ **Strong alignment of Commercial, Foundation and HR functions on the issue of gender equality and women's empowerment.** The Vodafone Foundation has over 10 years' experience building technology to support those experiencing abuse. In 2009 it launched TecSoS, a specially adapted piece of technology that enables enhanced access to the police in an emergency for those experiencing domestic abuse. This has helped more than 100,000 high-risk victims of domestic violence in five countries to date. Easy Rescue which has supported over 300,000 women in Turkey, and GBV hotlines in South Africa and Kenya have connected over 300,000 women to help during crisis. In 2018, The Vodafone Foundation launched Bright Sky in partnership with Hestia, a leading domestic abuse charity. This is an app that provides a UK-wide directory of specialist domestic abuse support services. It enables users to locate their nearest support centre by searching their area, postcode or current location. It has been downloaded more than 10,000 times and is now being rolled out in other countries.





***“Vodafone research in partnership with Opinium revealed that one in three working adults experienced domestic violence which had significantly impacted their career.”***

➔ **Gender as a shared value business**

**opportunity.** As well as these Foundation programmes, Vodafone is committed to connecting an additional 50 million women to help to close the mobile gender gap (women in low and middle income countries are 10% less likely to own a mobile than men). Products and services have been specifically designed to help women overcome social and economic barriers stopping them reaching their potential. Safety is one such barrier, and millions of customers in India are currently benefitting from Sakhi - a mobile service that features location alerts, emergency balance and private number recharge - to enable female customers to keep their phone numbers confidential when topping up credit in shops.

- ➔ **Committed leadership.** Diversity is a key focus at the top of the company, and targets to get 40% women representation in leadership positions have helped to create a culture of inclusivity.

It is early days for the domestic violence and abuse policy, and the overall social value will take a while to be seen. Early indicators show a real need. The policy is implemented through a replicable train - where the trainer's network is supported by a [Toolkit](#)<sup>25</sup> designed by leading expert Dr Jane Pillinger. This is available for all organisations to use - with the hope that many others will benefit.

## CASE STUDY THE STOP PROGRAMME DEVELOPING MODEL WORKPLACE POLICIES IN THE SE ASIAN GARMENT SECTOR



Forty million women work in the garment sector across Asia, 75% of whom are women. CARE research found that 1 in 3 garment workers in the region experienced violence and harassment. CARE's research has found that in Cambodia alone the productivity cost to the garment sector was estimated at \$89m per annum.

In response to this challenge, and with \$5.6m funding from the Australian government over 4 years, CARE has developed a holistic workplace package targeted at factory management, management systems, workers and workplace norms. The programme is being implemented in 20 factories in Cambodia and 20 factories across Laos, Myanmar and Vietnam and is a key part of CARE's Made By Women regional strategy.

### *The 6-12 month accompaniment package consists of:*

- + **TOOLS:** Workplace policy implementation guide, reporting mechanisms, complaint response processes and tools
- + **SKILLS:** Training for management staff, development of sexual harassment committees, ongoing coaching to ensure effective policy implementation
- + **UNDERSTANDING:** Targeted worker training package and communications to shift social norms, including: video drama series, visual aids for interactive sessions, training manuals with discussion guides



# 24%

A 24% **reduction in perceived risk of sexual harassment** among women workers.

### *Reported impacts from the first phase include:*

- + A 24% reduction in perceived risk of sexual harassment among women workers.
- + Increase in understanding of what behaviours were not acceptable at work.
- + Reported reduction in sexually inappropriate verbal teasing by male co-workers.
- + Increase in women's confidence to report issues to management.
- + Managers reported reductions in staff turnover.
- + Safer factories perceived as a more desirable place to work.
- + Managers reported reduction in conflict on the factory floor.

## KEY INSIGHTS:

- *Zero tolerance policies on GBV among buyers are making it difficult for factory managers and owners to admit that GBV happens or to report cases. The risk of losing orders means zero tolerance policies encourage suppliers to hide cases and not report on them. Brands need to revise their policies to promote transparency and the creation of effective prevention and response management systems among their suppliers, rather than penalising reporting.*
- *Industry, government and union stakeholders in each country gave extensive input to the development of CARE's sexual harassment prevention mechanisms thereby building critical buy in.*
- *The Garment Manufacturers Association of Cambodia (GMAC) has supported the programme and it is hoped they will promote the 'model workplace policy' across the sector.*
- *A regulation in Cambodia stipulates that in order to earn a license to export, factories must undertake an annual audit with the Better Factories Cambodia programme of the ILO.*
- *CARE has supported the ILO/IFC Better Factories Cambodia Programme in Cambodia with training for audit assessors on how to help strengthen the identification of sexual harassment during assessments.*
- *The role of leaders, including factory owners and managers, is critical to success. Without them policies and procedures tend to be left only for human resources departments to address, especially in hierarchical structures and cultures.*



- *The programme has prioritised using culturally relevant communication with workers rather than technical trainings. The dramas encourage staff debate and norms change within the factory on the issues are*
- *Drawing on evidence of what works to change social norms, the dramas are filmed with individuals representing factory workers themselves.*
- *CARE worked with governments and unions in the region to build support for consistent legal standards including the new ILO Violence and Harassment Convention 190 on eliminating violence and harassment in the world of work.*

In future, CARE is hoping to expand the model developed in the Mekong to other countries with garment industries. In addition, there is potential to turn the programme into a fee for service model for brand and factories.

The broader challenge remains making the case to industry that the costs of sexual harassment can be reduced through holistic responses such as that in this programme.



## STEP 3 PROTECT



### QUESTION 3 HOW DO WE PROTECT OUR EMPLOYEES IF THEY EXPERIENCE VIOLENCE OR HARASSMENT AT WORK OR AT HOME? WILL WE MAKE IT WORSE?

Major concerns expressed by managers include 'I'm not an expert' or 'I might make things worse' when it comes to dealing with a harassment case or a colleague that they suspect might be experiencing violence at home.

However, having clear policies and procedures in place can empower everyone in the workplace to take appropriate action.

Similarly, survivors, bystanders and whistle-blowers need security that their cases will be handled effectively.

### TOP TIPS

- ➔ *A good workplace policy should include:<sup>26</sup> statements of commitment, a programme of activities to prevent violence and harassment, clarity about the roles and responsibilities of the workers and employer, contain information on complaint and investigation procedures including a commitment to act on any information regarding violence and harassment, and protect claimants and whistle-blowers against victimisation.<sup>27</sup>*
- ➔ *Employees, and where possible unions or staff representatives, should participate in the design, implementation and monitoring of the policy. See the Australian organisation 'OurWatch's self-assessment tool for creating a policy'.<sup>28</sup> If the organisation is non-unionised, this can still be carried out through informal social dialogue between managers and workers.*
- ➔ *Ensure that suppliers and contractors are aware of relevant policies and practices.*
- ➔ *Be transparent about the policy and record numbers of incidents disaggregated by gender and monitoring in annual reports.*





## WHO SHOULD BE INVOLVED?

HR, Employees and their Organisations, Staff Committees, CEO, Board. OHS, Security

### Reporting and complaints procedures

- ➔ Create confidential spaces for employees to have access to information and support, to raise concerns, and make complaints – these could be through formal joint employer-union complaints committees, or via internally trained confidential workplace advocates, occupational health or Employee Assistance Programmes (EAP). Always provide a variety of options to enable confidential and anonymous support. It is possible that the company doctor may be a man, or the workplace advocate might be a colleague.
- ➔ Enable employees and bystanders to make anonymous complaints or reports and facilitate reporting through multiple channels such as by telephone hotline, email, text or through an online system.
- ➔ Where possible, ensure anonymity and protection from retaliation and ensure cases are recorded, acted upon and monitored.

- ➔ Managers need to be supported to provide practical advice, e.g. signposting/information, and options for paid or unpaid leave, flexible working hours and safety planning. They also need to know when to refer on. Use the 'Recognise, Respond and Refer' framework<sup>29</sup> in trainings and publicise it throughout the workplace.
- ➔ Think creatively about how to work with occupational health teams, e.g. medical staff both as trusted confidantes and trained experts in supporting survivors.
- ➔ Protect workers by providing them with information and referrals to specialist GBV services, such as crisis centres, safe accommodation and specialist legal support.

### Grievance mechanisms

- ➔ Treat all complaints seriously and recruit an independent investigator from outside the company if resources allow.
- ➔ Make clear the accountability measures for perpetrators. These processes should be clear, documented and known.
- ➔ Disciplinary action should be proportional to the severity of the violence and/or harassment and be implemented in a consistent way, helping to foster trust and confidence in the reporting process. In serious cases and depending on the provisions of the criminal and civil law code, a case may need to be reported to the police with the survivor's consent in order to take appropriate criminal or civil law action. It is also important that support be given to help survivors in the justice process<sup>30</sup>.



## CASE STUDY UNILEVER: DEVELOPING AN EFFECTIVE COMPLAINTS PROCEDURE ON TEA PLANTATIONS



In 2013, Unilever Tea Kenya undertook an independent review on how to prevent the kind of sexual and gender based violence that was still distressingly prevalent across the sector. This review came up with a series of recommendations including a multisectoral approach to reporting and supporting victims. Unilever's vision is to have zero incidents of sexual harassment and violence on the plantations. After training, awareness and employee engagement, the number of cases being reported began to increase with employees' trust in the system growing.

Drawing on their experiences in Kenya, Unilever then partnered with UN Women in 2016 to develop a human rights-based intervention programme across the tea supply chain. This resulted in the 2018 Global Women's Safety Framework in Rural Spaces which includes case studies, practical tools and a comprehensive Theory of Change. An accompanying Implementation Guidance was published in May 2019 and these tools are applicable across a range of agricultural commodity supply chains.



*“Drawing on their experiences in Kericho, Unilever partnered with UN in 2016 to develop a human rights-based intervention programme across the tea supply chain.”*

### KEY FACTORS

Key factors which led to an increase in trust and confidence to report incidences at the plantations included:

- ➔ **Leadership commitment to tackle the issue:** Leadership ensured that local policies were revised, reinforced and communicated to all employees. Two female managers with expertise in human rights and gender were recruited with a view to strengthen the prevention of violence and sexual harassment and to effectively manage grievances and ensure that the remedial process was fair.



- ➔ **Multiple channels for reporting:** *Employees were encouraged to report incidences of harassment and violence through multiple channels and levels, not just managers, e.g. employees on the Business Integrity Committees and plantation welfare officers. A local reporting hotline was improved ensuring it was free to use and available in the Kiswahili language. It was heavily promoted throughout the plantation.*
- ➔ **Worker committees,** sometimes called 'Dignity Enhancement Committees' *proved an important place for people to learn about the new policies and procedures, share their own concerns and review progress on grievances. They also monitor trends and signpost employees to referral mechanisms to ensure that survivors and their families receive adequate clinical and psychosocial support. This system allows the company to become aware of endemic issues and is a good early warning system and feedback mechanism.*
- ➔ **Increasing women's leadership and safe spaces across the plantations:** *In Kericho, for example, alongside improved lighting across the plantations, safe places have been set up for women to breastfeed their babies and day-care centres established for children under the age of three.*

## RESPONSE:

Given the increase in cases being reported, Unilever reached out to UN Women in Kenya to convene a stakeholder group of relevant organisations and networks that could effectively support the employees and the design of the response programme. This included women's rights organisations that connected women with essential services, such as psychosocial services as well as the police, hospitals and local government. It continues to meet every two weeks.

In collaboration with police, the team adopted the following approach;

- 1. Joint consultations:** *These were created to ensure the police were fully aware of the incidents of violence and harassment and to align around the programme. As part of the consultations, gaps and opportunities were identified and resulted in a strengthened police response mechanism.*
- 2. Training and community engagement:** *The police committed to hold community engagement forums to create awareness on the law and brief the community on endemic crimes such as domestic violence. The police focal points at various stations were also trained on GBV and case management with the aim of enhancing the capacity to respond and handle GBV cases.*
- 3. Investigations support and case follow up:** *Working closely with the police has contributed to the building of trust between the community and the police, resulting in increased numbers of women and girls reporting alleged GBV cases to the police directly.*

Although there is no space for complacency in efforts to eradicate sexual and gender based violence, the development of robust reporting and support systems within an integrated approach does mean companies like Unilever Tea Kenya now have the tools to tackle the systemic issues behind the problems that emerged on the estates in 2013.



## STEP 4 COLLABORATE



**QUESTION 4  
HOW DO WE  
INFLUENCE  
THE WIDER VALUE  
CHAIN? AND CAN  
THE ACTIONS OF A  
SINGLE COMPANY  
HELP CHANGE  
WIDER SOCIAL  
NORMS THAT  
OUR EMPLOYEES  
INHABIT IN THEIR  
COMMUNITIES?**

Within their direct sphere of influence, companies have clear obligations to protect their employees across the supply chain. Sector-wide approaches (i.e. tackling GBV across the alcohol or garment sector in a particular country) can help raise standards with suppliers and build a stronger overall ecosystem to tackle deeply ingrained issues.

Some workplaces, for example, in agriculture or mines, are unique because they host employees and their dependents, so the responsibility of the company inevitably extends beyond the immediate workplace to homes, suppliers and the wider community. Research has shown a correlation between oil, gas, and mining projects and rising rates of GBV, including on-site sexual harassment, as well as domestic violence and sexual exploitation and abuse, within project-affected communities. Women are often more at risk to sexual violence due to an influx of male transient workers.<sup>31</sup>

Beyond their direct sphere of influence, companies also have the ability to influence societal norms and behaviours on GBV through the power of advertising and campaigning. Particularly when the issues are aligned with their core business and include culturally relevant reference points or actors. Workplaces also offer unique spaces to influence attitudes and behaviours.



## WHO SHOULD BE INVOLVED?

Regional Managers, Government Agencies, Suppliers, Marketing, NGOs, Employees and their Organisations

unions at different levels which can play an important role in ensuring that women workers are effectively represented. Global Framework Agreements (between global unions and MNEs) can be drawn up to cover a company's operations in several countries across their supply chains. Across a specific sector multi-employer bargaining agreements can be agreed and implemented.

## TOP TIPS

- ➔ A stakeholder analysis will help to identify those individuals and organisations that have an 'interest' in working on GBV in and around the workplace. For example, this could include healthcare providers, police, transport, local government, and NGOs. Consider partnering with local women's organisations and specialist domestic violence organisations, if they exist.
- ➔ Develop workplace policies and programmes in collaboration with employees and other relevant stakeholders. Ensure there are mechanisms in place to regularly review and update them.
- ➔ Create sector-wide networks to agree on joint principles and actions across supply chains and facilitate peer-to-peer learning. For example, in Kenya, IDH the Sustainable Trade Initiative convened the Gender Empowerment Platform (GEP) in 2016 to develop solutions to GBV-related issues. The network includes Unilever Tea Kenya (UTK), James Finlay (Kenya), Sotik Tea Company, Eastern Produce Kenya, and the Kenyan Tea Development Agency, as well as NGOs.
- ➔ Consider implementing social dialogue between employers and unions at different levels which can play an important role in ensuring that women workers are effectively represented. Global Framework Agreements (between global unions and MNEs) can be drawn up to cover a company's operations in several countries across their supply chains. Across a specific sector multi-employer bargaining agreements can be agreed and implemented.
- ➔ Assess the opportunities for tackling GBV through community engagement project design and programs. Conduct a baseline using tools included in the [IFC Toolkit](#)<sup>32</sup> for the oil, mining and gas sectors.
- ➔ Include suppliers in trainings and share your GBV policies with them. Consider using procurement power to compel changes in behaviour if necessary.
- ➔ Work with investors and donors to encourage them to request GBV as a risk criteria in their environmental and social performance standards.

## CAMPAIGNS

### TOP TIPS:

- ➔ Integrate GBV and gender equality into your core business – developing relevant new products or services, for example, Vodafone developed Bright Sky app to help survivors of domestic violence report abuse.
- ➔ Develop locally relevant advertising and marketing campaigns and join alliances that have been established to counter gender stereotypes, e.g. the Unstereotype Alliance.
- ➔ Engage employees and sales networks to campaign and fundraise for GBV services.



CASE STUDY  
DIAGEO & CARE:  
**ENHANCING THE SAFETY  
OF BEER PROMOTERS IN  
CAMBODIA AND ACROSS  
THE VALUE CHAIN**



**DIAGEO**



The global alcohol industry engages Beer Promoters, Brand Ambassadors, Bar Teams, Hosts and Activation Specialists, whose primary role is to promote brands, provide samples, and serve or sell drinks. They may work in either the on-trade or off-trade, or at events. They may be directly employed by a brand, or indirectly through third-party suppliers or business partners. They may be engaged via permanent contracts, fixed-term contracts or one-off agreements.

Diageo recognised that Cambodia was a high-risk market where women beer promoters were particularly at risk of violence and harassment by customers. Their response to this high risk turned into one of their most successful interventions. Diageo partnered with CARE and took a holistic approach to tackle the issue. Using CARE's gender transformative framework which looks at individual skills, community relationships and policy environments that prevent gender equality, they:



***“Diageo recognised that Cambodia was a high-risk market where young women beer promoters were particularly at risk of violence and harassment by customers.”***





1. **Enhanced the agency of the beer sellers themselves** by helping to establish and support the *Solidarity Association of Beer Sellers Cambodia (SABC)* to deliver rights-based training, awareness of sexual harassment and the protection and support available - to workers through a peer-to-peer model.
2. **Looked at the power relations** - and worked with outlet owners themselves to understand the challenges their workers face, raise awareness among workers and contribute to creating safe spaces.
3. **Engaged with the structures or underlying policies** and worked with the *Ministry of Women's Affairs* to strengthen the prevention of harassment at work laws so that they included entertainment workers.

The CARE/Diageo partnership helped establish Beer Selling Industries Cambodia (BISC) - an industry association for major breweries operating in Cambodia including Asia Pacific Breweries, Cambodia Brewery Ltd, Cambrew Ltd, Carlsberg A/S, Guinness and Heineken International. As Diageo state: 'we recognise our responsibility to protect the rights of our Brand Promoters. Diageo is committed to the following principles in order to achieve this, and we expect our third-party suppliers, business partners, as well as the outlets that we partner with, to hold themselves to the same standard'.

The BISC code of conduct has aims to improve the health, safety and working conditions of beer promoters by setting industry standards. All members agree to adhere to seven minimum standards relating to the health, safety and working conditions of the women promoting their beer including for example, transport home to be provided to workers after 10pm. These were revised in 2018 to include information on grievance mechanisms encouraging staff to report any incidents via the Diageo SpeakUp reporting line.

A snapshot of the impact in Phnom Penh between 2017-18 showed that over 2000 women beer promoters had been trained on sexual harassment prevention, 100 received advance level training including on gender, law and life skills - 20 of these were selected to become peer leaders to train other female workers, and 500 customers and workers took part in activities to mark 16 Days of Activism Against GBV.

## CASE STUDY AVON: CAMPAIGNING AND FUNDRAISING ACROSS ITS SALES NETWORK



# AVON

Avon has 5 million independent representatives across the world selling its products, 95% of whom are women. Avon was founded on the principle of making the world a better place for women and is 'committed to supporting the causes that matter most to women - domestic violence and breast cancer'. 15 years ago the Avon Foundation for Women launched the Avon Speak Out Against Domestic Violence programme. Speak Out aimed to bring awareness to this issue, to educate, and to develop and implement prevention and direct service programmes. Since 2004, Avon (through product sales and sales of 'Avon empowerment bracelets') and the Avon Foundation for Women have contributed more than \$60 million USD globally to support these goals and run campaigns in the US, Latin America, Eastern and Western Europe.

Avon have now reiterated their commitment to this cause by launching the Avon Promise to Help End Violence Against Women and Girls which aims to reach 100 million women each year through global campaigns, and financially supporting nationally relevant support services.

- ➔ *The tone was set from the top. The CEO from the outset has been adamant about how fighting GBV aligns with Avon's core purpose. GBV work is integrated across the company. Programmes are led by local corporate affairs leaders because they are more in touch with the needs of individual countries and they can advise on how to best communicate locally. The marketing team decides what is produced or adopted from existing product lines to sell to fundraise for the cause. The sales team spreads the word among Avon's 5 million representatives.*
- ➔ *Working with local celebrities: Avon has not invested in global celebrities due to the cost and the difficulties of finding globally relevant voices. Instead, it has focused on producing short videos with local actors for their campaigns (for example, they launched a campaign with famous local male actors in Argentina where men challenged each other on their behaviour). In the UK in 2018 they featured the story of an employee who had experienced 18 months of psychological abuse, financial control and physical abuse.*
- ➔ *The company adapts its content, message and campaigns to local specificities. In some countries the company could be more explicit in addressing GBV, while in others, it had to be more implicit. In Russia there is an extreme level of discomfort in talking about these issues, so the company had to address this indirectly through bigger issues, such as the role of women in society and in the workplace, women's empowerment and agency.*



***“Avon was founded on the principle of making the world a better place for women and is ‘committed to supporting the causes that matter most to women – domestic violence and breast cancer’.”***

- ➔ *Avon has created and worked with a large network of local NGOs for its country-specific work and implementation. The company recognises that it is not an expert in the field of violence against women. Each Avon country team will select the most effective local NGO partners to support financially e.g. in the UK it funds Refuge and Women’s Aid.*
- ➔ *The company has created an advisory board of experts. Avon created an advisory network in its top 10 countries with leading NGOs to bring up key issues and needs. This also provides them with a unique opportunity to learn from each other and find synergies. The brand also learns from this working group. Avon schedules an annual virtual meeting to connect the members of the group and it is currently exploring how to keep this network active and fully exploit its potential.*

In terms of measurement it is difficult to measure the change produced by public campaigns on the subject. For example, for the campaign ‘Embrace the Change’ campaign launched by Avon in 2018, the company measured the number of impressions on social media and media (it touched 100 million people globally), but it is difficult to extrapolate how this changed perceptions of people who saw it. On the micro level the company has been able to witness individual cases where funding or programmes have made a difference in the lives of individual women. On a macro level the company calculated that it educated over 30 million people and that 10 million people were provided with grassroots services.



## STEP 5 **BE ACCOUNTABLE**



**QUESTION 5  
HOW DO  
WE KNOW  
IF OUR EMPLOYEES  
ARE BENEFITTING  
FROM ANY OF THE  
ACTIONS WE ARE  
TAKING? WHAT DO  
WE HAVE TO DO  
TO COMPLY WITH  
LEGAL CHANGES?**

**M**any companies, despite their good intentions, often do not publicly report on the number of complaints they have received or the efficacy of their systems.

This needs to change in order to better understand what is and isn't working. It is possible to report on cases without affecting the confidentiality of individuals. At present a good approach is to adopt the best practise standards set out in the ILO Violence and Harassment Convention as a benchmark. You can use this as a benchmark to monitor company actions.





## WHO SHOULD BE INVOLVED?

HR, CEO, Legal, Board.



## TOP TIPS

- ➔ *Monitor actions against the provisions in the ILO/IFC Violence and Harassment Convention or using the BSR Diagnostic tool in the appendix of this report.*
- ➔ *Assess employees uptake of any new policies and programmes that have been put in place by conducting regular employee surveys on GBV. Share the summarised results so people can see progress over time. Invite staff to share views on resource prioritisation to tackle the issue. Ensure feedback mechanisms are in place for people to share ideas on what is and isn't working (see Unilever case study and Step 3).*
- ➔ *Check regulations in the country you are working in – for example, some countries have implemented legislation that gives survivors of domestic violence the right to paid leave (e.g. New Zealand), while others put a legal duty on employers to reasonably prevent violence and harassment (e.g. Canada, Netherlands), or to establish anti-sexual harassment complaints committees in the workplace with representatives from employers' and workers' representatives (e.g. India), or to carry out workplace negotiations on gender equality (e.g. France). In some export-oriented countries there may be specific regulations, as is the case in Cambodia, where in order to gain an*
- export license factories must undertake an annual audit with ILO Better Factories Cambodia programme.*
- ➔ *Refer to local employers, trade unions and trade associations to see if they have developed relevant guidance on implementing government regulations on GBV, e.g. Confederation of British Industry guidance on UK sexual harassment legislation.*
- ➔ *Report any actions taken to reduce GBV and create more gender equal workplaces in any company after reporting<sup>33</sup> against the Sustainable Development Goals (SDGs), especially for SDG 5 on gender equality and SDG 8 on decent work and inclusive growth*
- ➔ *Report numbers of incidents disaggregated by gender in annual reports and track their progress over time.*
- ➔ *Consider developing monitoring and evaluation processes in partnership with universities and experts who demonstrate knowledge of GBV.*
- ➔ *Advocate for creating or strengthening national legislation where existing laws do not meet international standards. For example, consider supporting national ratification campaigns for the ILO Violence and Harassment Convention.*



## CASE STUDY: WHAT IS THE ILO CONVENTION AND HOW IT CAN WORK FOR BUSINESS?



DIAGEO



The ILO Violence and Harassment [Convention](#) was adopted on 21 June 2019.

The new instruments were adopted by an overwhelming majority vote. 439 out of 476 voting delegates voted in favour of the Convention, and only 7 against; 6 of those were employer representatives. 30 delegates opted to abstain from voting, including representatives of the governments of 6 countries - El Salvador, Kyrgyzstan, Malaysia, Paraguay, Russia and Singapore.

The agreed wording of the Convention is wide and inclusive in its scope, extending protection to all kinds of workers in all sectors: formal and informal, urban and rural; and it applies wherever people find themselves in the course of doing their jobs, including while they are commuting to and from work; as well as in online workspaces.

A convention becomes effective one year after two ILO Member States have ratified it.

### *Using the ILO Convention to strengthen their response - CARE and Diageo*

In 2018 CARE and Diageo worked together to develop a business diagnostic tool for the prevention of sexual harassment and violence at work.

CARE assessed what the draft ILO standards would mean for business at large, and more specifically, Diageo including:

- + *ensuring that relevant policies address violence and harassment;*
- + *adopting a comprehensive strategy in order to implement measures to prevent and combat violence and harassment;*
- + *establishing and strengthening enforcement and monitoring mechanisms;*
- + *ensuring access to remedies and support for victims;*
- + *developing tools, guidance, education and training, and raising awareness.*

CARE then over-laid these standards with its own best practice recommendations through an in-depth desk analysis to create a framework of recommendations. This benchmarking exercise highlighted the bright spots and opportunities to strengthen Diageo's protection and response policies. Best practices, such as broad definitions of harassment within supplier standards and community programming initiatives focused on the sales environment, were highlighted and recommendations created for Diageo to replicate and scale-up these initiatives at a global scale.



*There is now, for the first time ever, a global, legally-binding treaty dealing specifically with keeping workers everywhere safe from violence and harassment at work.*

Knowing that strong policies are just part of the solution, the assumptions and recommendations were validated with a wealth of the Diageo global team, across multiple low and high-risk countries and in business functions ranging from sales to HR and sustainability. The result was a strengthening of the recommendations, an acknowledgement of the need to respond to diverse cultural contexts and social norms, and a series of actions for

the Diageo Executive Committee to roll out the emerging pockets of best practice on a global scale. Diageo is now rolling out a strengthened global standard for the protection of brand promoters and scaling up specific Dignity at Work policies across its markets.

Business for Social Responsibility (BSR) uses a similar approach in its diagnostic for companies, which is included as an annex to this report.

# ANNEX: THE WORKPLACE DIAGNOSTIC TOOL ON VIOLENCE AND HARASSMENT



## ABOUT THE TOOL

The BSR Workplace Diagnostic Tool on Violence and Harassment aims to help companies assess their policies, systems and culture to determine strengths and gaps in their current approach to preventing and addressing harassment and violence.

### WHO SHOULD USE THE TOOL

The Tool is intended for the use of all companies of any industry and size. This Tool is suitable for use by all business operations (i.e. headquarters, business units, subsidiaries, etc.) The Tool can be used by HR teams, Compliance teams, senior management, committees, staff unions, and other staff members who are interested in understanding the strengths and opportunities to their approach to preventing and addressing harassment and violence in their workplaces.

### HOW OFTEN SHOULD WE USE THIS TOOL?

The tool should be used as part of established risk assessment processes/schedules. Regular assessments should be established with adequate time for follow up and action plans, as harassment and violence risks may change over time as business operations and contexts change.

## HOW TO USE THE TOOL

The scoring and findings from the Tool will help businesses develop an action plan to improve upon their approach to violence and harassment. The Tool consists of four key business focus areas: (1) Policy, Process and Program, (2) Strategy, (3) Leadership, and (4) Workplace Culture. Under each focus area, there will be a set of guiding questions for companies to develop a score.

This Tool could be integrated into existing impact assessments, e.g. HRIAs, risk analysis. It can be used as a standalone tool or relevant indicators can be included in other company tools. This Tool should not be used for isolated efforts as it needs to be a part of a broader strategy to prevent and manage harassment and violence in the workplace.

The Tool is intended to be interactive. The users are encouraged to interview employees and colleagues across different departments and functions. Local offices or subsidiaries can also use the Tool to assess their own policies, systems, and culture.

### HOW WAS THE TOOL DEVELOPED ?

Through BSR's experience supporting companies to advance women, as well as using the ILO standards and aligning the Tool to the 107th International Labour Conference, and to the OECD's Responsible Business Conduct (RBC) guidelines.

## ABOUT THE SCORING

Businesses are ranked across four levels:

- **Beginner** (1 point): *Violence and harassment is important for compliance reasons. Initiatives on violence and harassment are related to meeting compliance obligations, national legislation, industry regulations, and to prevent the violation of basic human rights. The responsibility to tackle violence and harassment is on support function teams.*
- **Improver** (2 points): *Programmes and action plans are in place to respond to violence and harassment issues that arise. The initiatives and programmes that take place are on an ad hoc basis. Even if policies exist, there isn't a broader strategy around prevention of violence and harassment nor on tackling root causes, i.e. it's reactive rather than proactive. Violence and harassment issues are not integrated into broader human rights, sustainability, or gender strategies.*
- **Achiever** (3 points): *Prevention and redressal is internalised into systems and all business units. The business case to deal with violence and harassment is promoted by leaders internally. There is an action plan or strategy in place to address violence and harassment.*
- **Leader** (4 points): *Gender equality is a business norm. The commitment to tackle violence and harassment is understood and held across all units of the business. The business is a role model and uses its influence to affect change among their peers and beyond. The company proactively works to address the root causes of violence against women, i.e. adverse social and gender norms, power imbalances, gender inequality, etc. in the workplace and in the community.*

A business will receive a score for each indicator based on their ranking across four levels. A company can score up to 96 points.

## HOW SHOULD THE RESULTS BE USED?

The Tool will help identify a variety of strengths and areas of improvement on preventing and addressing harassment and violence against women. The Tool is likely to identify a range of opportunities for improvement. When using this Tool, it is important for businesses to identify their priorities based on the potential impact of delayed action, as well as their ambitions in advancing a safe and inclusive working environment for women.

The company can use the results to improve its internal processes, e.g. creating an action plan, forming committees to take forward the work, creating accountability mechanisms, etc.

Upon completing the self-assessment, the results can be shared and communicated internally. Given the sensitivity of some of the information collected, results should be shared as a high-level summary. For the purposes of internal advocacy, more detailed results can be shared. However, the identity of those interviewed as part of the assessment should be kept anonymous.

# THE WORKPLACE DIAGNOSTIC TOOL: POLICY, PROCESS AND PROGRAMME



## Business Area: Policies

Questions		Scoring Criteria			
Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	Leader (4 points)	Company Score
<b>1.</b> <i>Are there policies designed to address violence and harassment?</i>	There may be guidelines on workplace violence and harassment, but there are no clear policies on violence and harassment.	There is a standalone, zero-tolerance policy on addressing all forms of violence and harassment at work. The policy outlines provisions on prevention and redressal.	There is a local policy (and global if applicable) on the prevention and redressal of violence and harassment. Harassment is an issue integrated or referenced in other policies and codes of conduct including, but not limited to, the human rights policy, vendor policy, supplier policy, supplier codes of conduct and audit protocols, etc. The policy offers protection to workers regardless of their contractual status, suppliers, contractors, vendors, interns, and volunteers. For companies with operations in more than one country, there is a global policy.	The harassment policy includes provisions to support staff experiencing violence outside of the workplace (i.e. domestic violence) and the safeguarding measures extend to suppliers, contractors, vendors, interns and volunteers. In companies working closely with communities (e.g. mining companies), the safeguarding measures are extended to the local communities in which they operate. In addition, the policy is clearly communicated to workers and managers through trainings, handbooks, noticeboard postings, and other means that are accessible to workers.	
<b>2.</b> <i>Does the policy include a definition on what constitutes violence and harassment, but well as a commitment to prevent and address it?</i>	There may be guidelines, but there is no policy defining violence and harassment, and there is no written commitment to address it.	The existent policy does not include a statement of intent to eliminate violence and harassment, nor does it provide a clear definition of what constitutes harassment.	There is a policy on preventing and addressing violence and harassment but it does not include a clear definition of what constitutes such behavior.	The policy has a statement of intent (i.e. mission, zero-tolerance) highlighting a business' commitment to eliminating all forms of violence and harassment at work, not limited to sexual harassment.	
<b>3.</b> <i>Is there a grievance mechanism to address violence and harassment?</i>	The company does not have a grievance mechanism or, if a grievance mechanism exists it is used to handle complaints related to violence and harassment, but it is not dedicated to only addressing violence and harassment.	There is a dedicated grievance mechanism to handle cases related to violence and harassment, but the guidelines are not clear.	The grievance mechanism is supported by internal guidelines on confidentiality, handling sensitive information, interviewing, investigation, and remediation.	Staff appointed to the grievance mechanisms receive regular trainings on how to conduct investigations and interviews related to harassment cases to ensure accessibility, impartiality and confidentiality. Senior management is dedicated to making the process and outcomes of grievance mechanisms accessible and transparent by communicating them to staff and/or board as appropriate.	
<b>4.</b> <i>Are there multiple channels of grievance mechanisms in our company?</i>	There is no grievance mechanism, or there is only one formal grievance mechanism through HR or line managers.	Aside from reporting through HR or line managers, there is a separate complaints committee to handle grievances.	Our company provides anonymous reporting channels (i.e. grievance boxes, hotlines).	Our company provides a separate channel for whistle-blowing providing the necessary protection against retaliation. Our company also encourages the use of both formal and informal grievance mechanisms, as well as external grievance channels if necessary.	



# THE WORKPLACE DIAGNOSTIC TOOL: POLICY, PROCESS AND PROGRAMME



## Business Area: **Process**

Questions	Scoring Criteria				Company Score
	Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	
<b>5.</b> <i>Does our company conduct assessments of violence and harassment across business operations?</i>	Our company is aware of the specific functions and operations that are at risk. However, the risks are identified on an informal basis.	Our company is aware of the specific functions and operations that are at risk. The risks are identified on an ad hoc basis and are reported and recorded.	Our company conducts a risk assessment of violence and harassment issues related to their business operations.	Preventing and addressing violence and harassment is fully integrated as part of the risk assessment and mitigation plans across all business operations.	
<b>6.</b> <i>Do we collect data to inform decision-making and the design of policies, processes, and programs?</i>	Data on violence and harassment is collected through the formal reporting mechanisms only. Data is analysed to understand the trends in the number of cases over time.	Data is collected through a combination of the number of cases reported through formal channels and other staff feedback mechanisms (i.e. annual survey), as well as from trainings. Data is analysed annually.	A selected team meets at least on an annual basis to use the data collected on violence and harassment to inform the design of policies and programmes.	The data collected from violence and harassment is used to inform their business strategy, as well as their policies, processes, and programs. The data also serves to evaluate the effectiveness of company programmes.	
<b>7.</b> <i>Do we report on the state of violence and harassment internally and externally?</i>	Our company keeps records of the number of complaints, but the data is not shared internally nor externally.	Our company publishes the number of complaints related to violence and harassment internally.	Our company shares the data related to complaints with the board.	Our company shares the number of complaints externally (i.e. human rights reports, CSR reports) and specifies the nature of the grievance and the reporting channel.	
<b>8.</b> <i>Who is accountable for preventing and addressing violence and harassment?</i>	The employer is responsible for informing employees of the risks of harassment associated with work. Only HR is accountable for preventing and addressing violence.	Managers have accountability for reporting in good faith when encountering violence and harassment, and addressing it when appropriate.	Business units including procurement, supply chain management/compliance, and teams that work with business partners are also held accountable.	The Board is accountable for preventing and addressing violence and harassment. In addition, every member of staff, regardless of contractual status, is responsible for prevention. Employees are encouraged to report as victims or witnesses.	
<b>9.</b> <i>Does the company provide effective remedies for victims and sanctions for perpetrators?</i>	The company does not provide remedies for victims and sanctions for perpetrators or, if stated in the policy, they are neither clearly defined nor communicated to employees.	The company condemns actions of violence and harassment but is limited to describing disciplinary actions for perpetrators without identifying remedies for the victim.	The company has a policy that defines remedies and protections for victims - such as removing them from working directly with the perpetrator or alerting company security about the abuser - and sanctions for perpetrators but does not include clear guidance on how to apply them.	The company provides effective remedies for victims and sanctions for perpetrators. The appropriate remedies may include reinstatement, compensation for moral and material damages, compensation for legal fees and costs, compensation in case of psychological or physical disability or inability to work due to work-related violence and harassment, and training for alternate employment options. Disciplinary actions conform to legal requirements and are reviewed by management.	

# THE WORKPLACE DIAGNOSTIC TOOL: POLICY, PROCESS, AND PROGRAMME



## Business Area: Programme

Questions	Scoring Criteria				Company Score
Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	Leader (4 points)	
<b>10.</b> <i>Do employees receive training on violence and harassment policies?</i>	Training on violence and harassment policies is included as part of the on-boarding process for employees.	All employees are provided annual, knowledge-driven training on violence and harassment prevention related to policies and mechanisms.	All employees are trained on how they can support wider prevention and redressal efforts according to their specific business functions through job-specific and case-specific trainings.	All employees are provided training on the root causes of violence and harassment on topics such as gender and power. All employees are provided “bystander training” to encourage them to take action to prevent or reduce harm. Trainings are not only knowledge-based or job/case-specific but also interactive and reflective.	
<b>11.</b> <i>Are there programs in place on the prevention of violence and harassment extending to stakeholders beyond direct business operations (i.e. suppliers, vendors, business partners)?</i>	Programmes and initiatives are available to suppliers/business partners only to meet legal requirements.	Programmes and initiatives are implemented reactively to the reported cases of violence and harassment.	Programmes and initiatives are in place as part of a larger strategy on tackling violence and harassment and/or gender equality. Company has an understanding of high-risk contexts and programmes are implemented proactively to prevent violence and harassment from happening.	Where possible, programmes and initiatives have components addressing the root causes of violence and harassment (e.g. social norms), and/or targeting customers, community at large and the business community by running influence campaigns.	
<b>12.</b> <i>Are there programs to provide support to employees facing domestic violence?</i>	There are no programmes to support employees facing domestic violence.	Employees facing domestic violence are referred to external services.	HR proactively keeps employees facing domestic violence safe by identifying an emergency contact person, a picture of the abuser to security, and providing flexible working arrangements.	Employees facing domestic violence are provided comprehensive support from the company (e.g. awareness campaign to encourage victims to come forward, paid leave, alternative employment opportunities, and relocation support if necessary).	

**Total Score:**

THE WORKPLACE DIAGNOSTIC TOOL:  
**STRATEGY**



Business Process: **Vision and Strategy**

Questions	Scoring Criteria				Company Score
Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	Leader (4 points)	
<b>1.</b> <i>Do we have a clear and transparent strategy to guide all future initiatives, investments and activities on violence and harassment?</i>	There is no clear and transparent strategy or plan to guide initiatives, investments and activities on violence and harassment.	There are annual plans on initiatives, investments and activities on violence and harassment, but no clear strategy.	Initiatives, investments and activities on violence and harassment are included in an overall gender strategy or a standalone strategy.	The strategy is well-communicated throughout business functions. The strategy is championed by senior management and the Board is held accountable for the implementation of the strategy.	

Business Process: **Values and Approach**

<b>2.</b> <i>What is our business' approach to preventing and addressing violence and harassment?</i>	Preventing and addressing violence and harassment is viewed as a matter of compliance.	Preventing and addressing violence and harassment is considered as risk-mitigation or only in response to negative events, i.e. to protect the business not necessarily to proactively protect employees.	Preventing and addressing violence and harassment is part of a wider approach to promoting human rights and non-discrimination.	Preventing and addressing violence and harassment is part of a wider approach to promoting gender equality and women's empowerment.	
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Business Process: **Stakeholder buy-in**

<b>3.</b> <i>Do internal stakeholders see the importance of preventing and addressing violence and harassment against women and feel part of the company's strategy?</i>	There is little awareness on the company's strategy to prevent and address violence and harassment (if existent) and of the importance of it.	Internal stakeholders are aware of the company's strategy to prevent and address violence and harassment.	Internal stakeholders see the importance of preventing violence and harassment and are actively engaged in its implementation.	There is data (e.g. from annual employee survey) that reveals that all internal stakeholders see the importance of preventing and addressing violence and harassment against women and they are actively engaged in its implementation.	
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**Total Score:**

## THE WORKPLACE DIAGNOSTIC TOOL:

# LEADERSHIP



## Business Process: Internal Leadership

Questions	Scoring Criteria				Company Score
	Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	
<b>1.</b> <i>Has senior management made a clear public commitment to tackle violence and harassment?</i>	Senior management has not made a public commitment to tackle violence and harassment.	Senior management has spoken about stopping violence and harassment in the workplace, but has not made a formal commitment.	Senior management has made a public commitment on violence and harassment.	Senior management actively advocates on preventing and addressing violence and harassment in public forums, for instance, in joining collaborative initiatives, coalitions, and in advocating for change in local and international policy.	
<b>2.</b> <i>Are formal roles, responsibilities, and board accountability on progress and outcomes defined and cascaded across management levels, and linked to performance evaluations?</i>	There are no formal roles, responsibilities, or board accountability on progress and outcomes related to violence against women, and the responsibility to prevent and address violence and harassment is not linked to the performance of leaders and managers.	Key individuals have been assigned responsibility for overseeing prevention of violence and harassment but responsibilities are siloed/limited to certain parts of the business (e.g. don't cover country-level operations, supply chain, etc.) and they are not directly linked to performance evaluation.	There are formal roles, responsibilities, and board accountability on progress and outcomes related to violence against women and management and leader's performance is measured against that. In addition, the scope of responsibility covers supply chain, local operations, subsidiaries, etc.	Progress and outcomes related to violence against women are analysed and shared across management levels - including at board level. The company has established KPIs related to prevention of violence and harassment that are included as part of the company's performance review and impact performance of employees that have a responsibility.	

## Business Process: External Leadership

<b>3.</b> <i>Does our company have a strategy to engage suppliers, business partners and local subsidiaries by providing capacity-building to help them advance women and address the issue of violence and harassment at work and in the community?</i>	Our engagement strategy does not involve capacity-building on advancing women or addressing violence and harassment. The issue of violence and harassment is confined to compliance and auditing purposes only.	Our engagement strategy involves capacity-building on advancing women but not addressing violence and harassment at work and in the community, and supplier engagement is limited to awareness raising on violence and harassment.	Our engagement strategy involves capacity-building on advancing women and addressing violence and harassment by putting in place measures to prevent violence against women in the workplace and in the community, e.g. training, grievance mechanisms, etc.	Our engagement strategy involves a routine follow-up on progress on advancing women at work and addressing violence and harassment at work and in the community, as well as partnering with suppliers, business partners, subsidiaries, and local organization to address social norms that are the root cause of violence and harassment.	
<b>4.</b> <i>Does our business have a role in influencing and advocating to prevent and address violence and harassment in our community?</i>	Our business responsibility in preventing and addressing violence and harassment is limited to direct business operations.	Our business responsibility is to direct business operations, but our business provides financial and other support to local initiatives on violence and harassment on an ad hoc basis.	Our business responsibility is to prevent and address violence and harassment in the community surrounding our direct operations.	Our business responsibility is to prevent and address violence and harassment throughout the company's value chain and in the impacted communities. We are actively involved in discussions with local women's and/or advocacy organisations, and/or we have joined a Collaborative Initiative to effect change, and/or we are advocating for public policy change.	

Total Score:

## THE WORKPLACE DIAGNOSTIC TOOL:

**WORKPLACE CULTURE****Business Process: Promoting women's advancement**

Questions	Scoring Criteria				Company Score
Guiding Question	Beginner (1 point)	Improver (2 points)	Achiever (3 points)	Leader (4 points)	
<b>1.</b> <i>Does your company have a commitment to build a pipeline of qualified women for management/senior management positions and have plans to increase women's representation in leadership positions?</i>	Our company has not taken any measures to build a pipeline of women in management and leadership positions.	Our company offers counselling and other support for women interested in leadership positions on an ad hoc basis.	Our company has a standalone policy or commitment on the professional development opportunities for women including mentorship and coaching. Our company tracks the number of women, and men promoted over time to evaluate the effectiveness of their initiatives.	Our company reports to the board on the successes and challenges of these programs and is held accountable on the actual increase in women in leadership positions. Our company offers various types of support for women leaders, including a system of male allies or a mentorship program at all levels.	
<b>2.</b> <i>Does your company use gender neutral evaluation and appraisal systems in hiring processes, staff performance reviews, job evaluations (including pay) and in promotion processes?</i>	Our company has not started a review of its hiring, evaluation, or promotion systems for gender biases.	Our company has plans and/or has started to review its hiring, evaluation and promotion systems for gender biases on an ad-hoc basis.	Our company has conducted a comprehensive review of its hiring, staff evaluation and promotion systems to check for gender biases based on a clearly defined framework.	The strategy is well-communicated throughout business functions. The strategy is championed by senior management and the Board is held accountable for the implementation of the strategy.	

**Business Process: Promoting a positive workplace culture**

<b>3.</b> <i>Does your company actively encourage discussions on violence and harassment, as well as providing space for employees to voice their concerns outside of grievance mechanisms?</i>	Our company does not have any formal channels for employees to share their concerns or, if reporting channels exist, employees are only informed on the grievance mechanism.	Our company conducts an annual survey (employee well-being or the like) to collect responses from employees to better understand the work environment.	Our company has a regular, interactive and formal consultative mechanism which allows us to collect feedback from multiple channels. In addition, our company provides training to encourage reporting and discussions and ensures a safe space for women and men to voice general concerns.	Preventing and addressing violence and harassment is part of a wider approach to promoting gender equality and women's empowerment.	
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**Business Process: Promoting gender equality**

<b>4.</b> <i>Has your company conducted training on gender equality and sensitivity?</i>	Our company has not conducted any trainings related to gender equality or inclusion.	Our company has conducted training on non-discrimination and inclusion, but not specifically on gender equality.	Our company conducts training on gender equality, inclusion and unconscious bias for all employees.	Our company monitors and evaluates the impact of training on gender equality and inclusion.	
<b>5.</b> <i>Are men involved in the promotion of gender equality in the workplace?</i>	All of our champions and advocates of gender equality are women. There is no plan to actively encourage men's involvement in promoting gender equality.	There is a strategy to encourage men to promote gender equality at work.	There are male champions of gender equality in the workplace.	There are male champions of gender equality across the workplace, including champions at senior management and leadership levels.	

Total Score:



# THE WORKPLACE DIAGNOSTIC TOOL: DEFINITIONS AND GLOSSARY



Term	Definition
All employees	All employees includes all persons employed by a business, regardless of their contractual status (including part-time workers, zero-contract workers and workers employed through a third party).
Business operations	Business operations refer to the different business units and functions across a company. This can include horizontal functions such as HR, finance, sustainability, procurement, business development/ marketing, etc. It can also include vertical units such as subsidiaries.
Domestic violence	Domestic violence is any form of physical and sexual violence and coercive control perpetrated by intimate partners or family members. This form of violence leads to emotional, financial, physical, psychological, or sexual harm or suffering.
Flexible working arrangements	Flexible working arrangements allow employees to have greater control over their work-life balance. Flexible arrangements can include part-time work, more flexible start and end times, or working from home or remotely.
Gender	Gender refers to the characteristics of women and men, such as norms (see gender norms), roles and relationships between women and men. According to the World Health Organization, "gender" refers to the socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for men and women." On the other hand, sex is defined as "the biological and physiological characteristics that define men and women."
Gender equality	Gender equality is the concept that all humans, both women and men, have equal rights, responsibilities and opportunities. Gender equality means that women and men are free to make decisions and choices without being limited by stereotypes, gender roles, or prejudice. Gender equality does not mean that women and men are the same – it means that their rights, responsibilities and opportunities do not depend on their gender.
Gender norms	Gender norms are how women and men are expected to behave by society based on their gender. These norms or rules are taught at an early age at home, in schools, in the community, in the workplace and in society.
Gender sensitivity training	Gender sensitivity training aims to create an understanding of gender and its impact on women and men at work, at home and in the community. The trainings will help participants reflect on how this affects them personally and how it affects those around them (i.e. family, friends, colleagues). After being sensitised, the trainings usually entail some form of personal and workplace action plan to ensure that the learnings are put to action.
Safeguarding measures	The policies or guidelines in place to guarantee that employees, as well as third parties (e.g. contractors, suppliers) and local communities in which the company and its supply chain operate, are protected against violence and harassment.
Stakeholders	Stakeholders are those who have influence and are impacted by a decision. Stakeholders can be internal and external. Internal stakeholders are employees. External stakeholders can include business partners, suppliers, vendors and the wider community in which businesses have operations.
Violence and harassment	Violence and harassment are a continuum of unacceptable behaviors and practices leading to physical, psychological, or sexual harm or suffering.
Working environment	A working environment encompasses more than just the physical working space to include anything that arises of or out of work. External business meetings and functions, the social interactions that occur outside of working hours (i.e. at social functions, after work drinks) and the commute to and from work would constitute as the working environment.
Workplace culture	Workplace culture is the distinct character of a business. It is the environment surrounding employees and the day-to-day work, including the mission and values. A workplace culture shapes how employees are expected to behave and how they can expect others to do so in return.

# GLOSSARY AND ADDITIONAL RESOURCES

## GLOSSARY

### **VIOLENCE AND HARASSMENT LINKS**

(a) the term “violence and harassment” in the world of work refers to a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and includes gender based violence and harassment;

(b) the term “gender based violence and harassment” means violence and harassment directed at persons because of their sex or gender, or affecting persons of a particular sex or gender disproportionately, and includes sexual harassment. (ILO Violence and Harassment Convention, 2019)

### **DOMESTIC VIOLENCE**

Refers to behaviour by an intimate partner or family member that causes physical, sexual or psychological harm, including physical aggression, sexual coercion, psychological abuse, and controlling behaviors. (WHO, 2013)

The links below provide further advice and examples of what constitutes violence and harassment and domestic violence.

World Bank Group (2014) **“Violence against women resource guide,”** <http://www.vawgresourceguide.org/terminology>

**United Nations Committee on the Elimination of All Forms of Discrimination against Women** (CEDAW), General Recommendation No. 19, Violence against Women, paragraph 18, XI session, 1992.) [https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/1\\_Global/INT\\_CEDAW\\_GEC\\_3731\\_E.pdf](https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/1_Global/INT_CEDAW_GEC_3731_E.pdf)

UK Equality and Human Rights Commission (2017) **Sexual Harassment and the Law; guidance for employers** <https://www.equalityhumanrights.com/en/publication-download/sexual-harassment-and-law-guidance-employers>

World Health Organisation (2017) **Violence Against Women Factsheet** <https://www.who.int/news-room/factsheets/detail/violence-against-women>

Action Aid (undated) **‘Domestic Violence and abuse** [https://www.actionaid.org.uk/about-us/what-we-do/violence-against-women-and-girls/domestic-violence-and-abuse?gclid=CjQKCQjwv8nqBRDGARIsAHfR9wDMP6PJYXLnd-DDzCzOr98aOvhJu-EqLdC4mbqxmk7HwCR56l7kliQaAgwWEALw\\_wcB](https://www.actionaid.org.uk/about-us/what-we-do/violence-against-women-and-girls/domestic-violence-and-abuse?gclid=CjQKCQjwv8nqBRDGARIsAHfR9wDMP6PJYXLnd-DDzCzOr98aOvhJu-EqLdC4mbqxmk7HwCR56l7kliQaAgwWEALw_wcB)

# ADDITIONAL RESOURCES

Business in the Community (2018) **Domestic Abuse: A Toolkit for Employers** <https://wellbeing.bitc.org.uk/all-resources/toolkits/domestic-abuse-toolkit>

IFC (2018) **Unlocking Opportunities for Women and Business: A Toolkit of Actions and Strategies for Oil, Gas and Mining Companies** [https://www.commddev.org/pdf/publications/Unlocking\\_Opportunities\\_for\\_Women\\_and\\_Business\\_IFC-2.pdf](https://www.commddev.org/pdf/publications/Unlocking_Opportunities_for_Women_and_Business_IFC-2.pdf)

IFC (2019) **The Impact of Domestic and Sexual Violence on the Workplace in Solomon Islands** [https://www.ifc.org/wps/wcm/connect/0b19b164-0053-4ad2-bbcd-21a76a8b963b/IFC\\_Solomon\\_Island\\_Survey\\_Report\\_Web+Printable+FINAL.pdf?MOD=AJPERES&CVID=mDWZ3dP](https://www.ifc.org/wps/wcm/connect/0b19b164-0053-4ad2-bbcd-21a76a8b963b/IFC_Solomon_Island_Survey_Report_Web+Printable+FINAL.pdf?MOD=AJPERES&CVID=mDWZ3dP)

IFC (2019) **The Business Case for Workplace Responses to Domestic and Sexual Violence in Fiji** [https://www.ifc.org/wps/wcm/connect/de991ebc-a7f0-4118-9d13-daa8fcfead9d/IFC\\_Fiji\\_DSV\\_Report.pdf?MOD=AJPERES&CVID=mMYY8KA](https://www.ifc.org/wps/wcm/connect/de991ebc-a7f0-4118-9d13-daa8fcfead9d/IFC_Fiji_DSV_Report.pdf?MOD=AJPERES&CVID=mMYY8KA)

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With its origins dating back to 2005, Business Fights Poverty has grown into the world's largest business-led collaboration network focused on social impact. Business Fights Poverty harnesses the power of collaboration to help pioneering international businesses access the insights and relationships they need to unlock new opportunities for social impact.

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CARE International works around the globe to save lives, defeat poverty and achieve social justice. We put women and girls in the centre because we know that we cannot overcome poverty until all people have equal rights and opportunities. CARE International run poverty-fighting programmes and deliver life-saving aid in 79 developing countries. CARE International UK is one of 14 full members of the global CARE International confederation.

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# GENDER BASED VIOLENCE SURVEY QUESTIONS

## GENDER BASED VIOLENCE SURVEY QUESTIONS

### Business Fights Poverty - Addressing Gender Based Violence Challenge

This survey forms part of the Business Fights Poverty Challenge exploring: *“What role can business play in tackling GBV?”*

By filling in this survey you are contributing important insight into how businesses are, can or should be tackling GBV - whether in the workplace, or supporting employees who are victims and survivors of domestic violence. All information is anonymous and confidential, unless you state otherwise.

Your insights will help in the creation of a Toolkit, which aims to highlight best practices for businesses in tackling GBV. For more information about the Challenge, please click [here](#).

For the purposes of this survey, we are focusing on GBV which often occurs as the result of a power imbalance that frequently, but not exclusively, affects women. We are considering violence to be *“any act...that results in, or is likely to result in, physical, sexual, or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life...”* [WHO](#).

Harassment is unwelcome verbal or physical behaviour that unreasonably interferes with work or creates an intimidating, hostile or offensive work environment. The behaviour may be one-time or continuous. Sexual harassment can include unwelcome verbal advances or behaviour, requests for sexual favours, or inappropriate sexual comments [World Bank](#).

### 1 Business has a strong role to play in addressing gender based violence and harassment (single choice answer)

*Strongly agree*

*Agree*

*Somewhat Agree*

*Disagree*

*Strongly Disagree*

*Don't Know*

### 2. Please give more details about why (open text answer)

### 3. In your opinion, commercial companies have a responsibility in addressing GBV (multiple choice question)

- A) In their workplaces
- B) Within the community
- C) Both
- D) Neither

### 4. Which of the following actions has your organisation taken to address GBV? (Yes, No, Unsure)

- *Developed policies and measures to support gender equality in the workplace*
- *Conducted a gender audit of all policies*
- *Developed a clear policy and commitment on preventing and responding to GBV*
- *Effectively communicated the policy and commitment across the organisation*
- *Developed a network of external support organisations for victims and survivors of GBV (eg. social services, counselling, police, etc)*
- *Developed a reporting procedure to confidentially report violent or inappropriate behaviour*
- *Implemented mediation or other*



measures to follow through with concrete consequences for incidents that occur within the workplace

- Delivered training and awareness raising activities around gender equality and GBV
- Implemented monitoring and evaluation policies/actions/measures to tackle and prevent GBV
- Awareness of the [International Labour Organisation \(ILO\) Convention Ending violence and harassment in the world of work](#)
- Actions put into place with regard to the [International Labour Organisation \(ILO\) Convention Ending violence and harassment in the world of work](#)
- Developed ways of addressing gender-based violence outside of the organisation in the surrounding community
- Other.....

**5. Has your organisation addressed GBV through means other than those specified above? If so, please specify: (open text answer)**

**6 (Part I). In your opinion - are the measures or actions that your organisation is taking effective in tackling GBV.**

(yes/no/not sure)

**6 (Part II). Please explain your answer (open text box)**

**7. On a scale of 1 to 5, where 1 is not very significant and 5 is highly significant, how significant are each of these barriers in terms of successfully addressing GBV in the workplace?**

- Gender inequality within the organisation
- Gender inequality in social and cultural norms in the community
- Inability to talk about the subject openly in your working environment because of possible fear of repercussions
- Inability to talk about the subject openly in your working environment due to the sensitive nature of the topic
- Lack of senior buy-in
- Lack of appropriate mechanisms to deal with it
- Other, please specify \_\_\_\_\_

**8. If you are interested in sharing more information on the work your organisation is doing to tackle GBV, please share your email address and we will be in touch:**

**9. What is your organisation sector? (single choice answer)**

- Administrative and support service activities
- Agriculture, forestry and fishing
- Arts, entertainment and recreation
- Construction and infrastructure
- Education
- Financial and business services
- Governmental organisation / Public Sector
- Health and social work activities
- Information and communication
- Manufacturing
- NGO / Charity / Not-for-Profit

- Real Estate and accommodation
- Scientific and technical activities
- Transportation, logistics and storage
- Wholesale and retail trade
- Other (please specify)

**10. In which country/ies do you work?**

**11. What is your function within the organisation? (Open text answer)**

**12. Do you have any responsibility regarding gender diversity or GBV issues within your organisation? (Yes/ No, if Yes please explain)**

**13. What is the size of the organisation you work for? (single choice answer)**

- Micro (less than 10 employees)
- SME (10-250 employees)
- National (approx 250-5,000)
- Multinational (10,000 plus employees)

**Go to end survey page and thank you**

If you would like any further information regarding this Challenge, please contact [anna@businessfightspoverty.org](mailto:anna@businessfightspoverty.org)

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