New Guidance for Business | Eliminating Violence and Harassment
Today’s Speakers

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Our Agenda for Today’s Webinar

• Context and Business Case
• ILO Convention on Harassment and Violence
• Framework for Action
• BSR Resources and Tools
• Case study: HERrespect
• Q&A
Tackling Gender-Based Violence is Integral to Achieving Gender Equality

Increasingly, businesses understand the importance of promoting gender equality in their operations and supply chains. However, the link between GBV and gender equality is not always clear.

GBV should be seen as an issue that is **integral to any business efforts to achieve gender equality** more broadly.

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Women are [disproportionately affected](#) by violence and harassment.

GBV prevents women from excelling and reaching their full potential in the workplace.

GBV is used to reinforce the inequality and power imbalances between women and men.
Urgency for Action

1. Harassment and Violence are an international priority.
   Violence is a serious violation of human rights. There are multiple international initiatives and instruments pushing for the elimination of all forms of violence, particularly GBV. These initiatives call on business to take action.

2. Harassment and Violence are business issues.
   Violence has a direct and indirect impact on workplace performance. Taking action on GBV should not only consider the workplace, but also the community, because violence at home or in the community can have a “spillover” effect into the workplace.
Studies show that whether at home or at work, GBV has significant cost to businesses due to the loss of productivity and other business costs.
A female entrepreneur was caught off guard when a pitch meeting quickly went south. “We’re sitting, and he grabs my face and tries to make out with me, and I push him back in surprise, and just didn’t know what to do, because he continued to try again.”

He tried to follow her to her hotel room.

“If he looks at another man, he sees them as an opportunity, a colleague, a peer, a mentor, but if you’re a female founder, he just sees you as a woman first.”

(Source: CNN)

Global challenge across settings

Sexual harassment and gender-based violence are prevalent at all levels, from higher income to lower income settings.

In a business HQ setting

A 35 year-old garment worker was employed as a tailor. She suffered repeated verbal intimidation, abuse, and physically threatening behavior by her Floor Manager. The woman did not disclose the harassment to anyone because she was scared to lose her job.

(Source: Sisters for Change)

On the production floor

On the production floor
Business Benefits to Addressing GBV

While there are risks to businesses if they do not tackle GBV, businesses can also positively benefit from taking action to prevent and address GBV.

**Higher worker retention**: Creating a safe and violence-free workplace will help retain trained and talented employees.

**Improved business performance**: By taking action, the prevalence of GBV will decrease, leading to reduced costs in handling grievances and in providing support.

**Enhanced community relationships**: Tackling GBV beyond the workplace (at home and in the community) will show your business’ commitment to the local community.

**Reputation gains**: With increasing attention on GBV internationally, businesses can stand out as a leader.
THE ILO’S NEW VIOLENCE AND HARASSMENT CONVENTION

Hester le Roux
Senior Economic Adviser, Advocacy and Policy
CARE International UK

BSR Webinar
3 October 2019
International Labour Organisation

- The ILO: UN forum with governments, workers and employers all represented
- Role: setting international labor standards through tripartite process
- 2 kinds of instruments:
  - Conventions (legally binding on ratifying governments)
  - Recommendations (non-legally binding guidelines)
- Standard-setting process on new instrument(s) to end violence and harassment in world of work launched in 2015, after years of campaigning
- Two rounds of discussions: ILC 2018 and 2019
- Much disagreement and debate; but strong commitment
- 21 June 2019: Convention C190 and Recommendation R206 adopted by overwhelming majority vote
The ILO process

1. ILO Governing Body moves violence and harassment in the world of work to agenda of the International Labour Conference

2. Background paper, ILO Meeting of Experts, study. 2016

3. Law and practice report with a questionnaire on the content of a possible new instrument(s). White Report


5. Majority of Member States in consultation support an ILO Convention and a Recommendation. Analysis of input and proposed conclusions. Yellow Report – March 2018

6. First discussion of the conclusions at the International Labour Conference. 28 May to 8 Jun 2018

7. Summary report of discussion at the International Labour Conference and proposed, revised draft of possible instrument(s). Brown Report – 8 August 2018

8. ‘Brown Report’ sent to governments for comments after consultation with workers and employers. 8 August to 8 November 2018


10. Second discussion (draft instrument(6)) at the International Labour Conference. 10-21 June 2019

11. Adoption of the new instrument(s) at the International Labour Conference with a 2/3 majority vote.

12. If ILO Convention agreed, new focus at national level on ratification – creating a legal obligation to apply the provisions of the Convention in each country. From mid 2019
Why did we need this new global law?

• Violence and harassment is a global problem
  • Globally, an average of one in three women experience it (though not only women)
  • #MeToo highlighted that no country or industry is immune
• Women disproportionately affected (power imbalances, social norms)
• Hugely damaging and high costs to individuals, societies, communities, businesses, economies

And yet…
• 59 countries have NO laws against workplace harassment
• Where laws exist, they are patchy or poorly implemented
What’s in the Convention?

• Creates commitments for governments

• Directs governments to require certain actions from employers by law; including
  ➢ *Adopt workplace policy on V+H*;
  ➢ *Take risks into account in OSH management*
  ➢ *Identify risks of V+H and take steps to prevent and control*
  ➢ *Provide info and training*

• Recognizes that certain groups are more vulnerable to violence and harassment (though no list)
A huge milestone …

• Recognizes right to work free from violence and harassment
• Sends a strong signal that governments and employers must act
• Strong and inclusive in scope:
  ✓ All forms of ‘violence and harassment’ - range of unacceptable behaviors
  ✓ All workers: formal and informal sector, with/without contracts, urban and rural, applicants and interns etc
  ✓ The whole ‘world of work’
  ✓ Covers 3rd parties
  ✓ Includes domestic violence
• A powerful indicator of a shift in norms
... but only the first step

- New law comes into effect one year after 2 Member States have ratified
- All Member States must make ‘submission’ to legislative body
- Individual governments choose to ratify or not
- Tripartite consultation continues
- Ratification = commitment to ensure national laws meet the new standard
- Ratifying government reports to ILO on law and practice
- ILO supervises implementation; Committee of Experts

In the meantime –
- Leading businesses taking action
- Assess current policies and practice
For more information about how CARE can help your business prepare for the new Convention, or take a gender lens to your value chain, please get in touch!

Contact Merene Botsio, New Partnership Manager at botsio@careinternational.org

THANK YOU!
How Business Can Tackle Gender-Based Violence in the World of Work
A Toolkit for Action

Creating Markets, Creating Opportunities

Impacts of GBV* at work

Worker wellbeing

Physical and mental health and well-being, leading to stress, anxiety, loss of self-esteem, motivation, and even job loss.

- It contributes to the gender pay gap, and affects women’s opportunities for advancement and career progression.

Productivity

Papua New Guinea, staff lose 11 workdays per year as a result of GBV (inc.: two to presenteeism, five to absenteeism).

Reduced staff time alone costs companies between 3 percent and 9 percent of payroll.

In the US, one study found that women who have suffered from domestic violence work 10 percent fewer workdays per year.

Reputation

Allegations of sexual harassment at Uber, resulted in 56% of survey respondents refusing to use their services.

Allegations of sexual abuse and misconduct by construction workers on a major Ugandan infrastructure project resulted in the World Bank cancelling $265 million of funding.

*Sexual harassment and domestic violence
The Business Fights Poverty 5 Step Framework for Action

1. PREVENT violence and harassment by identifying potential risks
2. COMMIT to gender equality and diversity across the workplace
3. PROTECT employees with supportive policies and procedures
4. COLLABORATE AND CAMPAIGN beyond the immediate workplace
5. BE ACCOUNTABLE and monitor actions
Step 1

1. PREVENT

How do we know if we have an issue with violence and harassment across our organisation?

Prevent violence and harassment from occurring by addressing potential risks

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

Anglo American Kering
Step 2

<table>
<thead>
<tr>
<th>2. COMMIT</th>
<th>Commit to gender equality and diversity across the workplace</th>
</tr>
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<tbody>
<tr>
<td>How do we convince employees we are taking GBV seriously and build trust across our organisation?</td>
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CEO, Board, Directors, Managers

Vodafone CARE
### Step 3

#### 3. PROTECT

How do we protect our employees if they experience violence or harassment at work or at home? Will we make it worse?

<table>
<thead>
<tr>
<th>Protect employees with supportive policies and procedures</th>
<th>HR, Employees and their Organisations, Staff Committees, CEO, Board, OHS, Security</th>
<th>Unilever</th>
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*Business Fights Poverty*
Step 4

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 |
Step 5

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
3 Insights

- **It all starts with inclusivity.** Companies big and small need to establish diverse, equal, and respectful workplaces to build the trust necessary for developing violence and harassment policies and practice.

- **Businesses need to embrace a new spirit of openness.** Taking the steps can increase the number of staff who report incidences, and who use trainings and hotlines. We must collectively recognize this as a positive step toward improved practice that will result in the retention and wellbeing of workforce members, increased productivity, and less risk to brands.

- **Developing more open reporting on the success or failure of approaches** is critical, as many of our case studies reveal a lack of ability to track real impacts.
BSR Tools + HERrespect Approach
BSR Tools and Resources

BSR has developed a suite of tools and resources to assist our members in eliminating gender-based violence across its value chain.

Identify Risks
Assess Current Practices
Design Impactful Strategies + Programs
Implement + Collaborate with Peers
1. **Policy, Process, and Program**: Businesses take independent actions to have an immediate impact on improving prevention and redressal of violence and harassment against women.

2. **Strategy**: A robust strategy frames the actions that are taken to improve upon policies, processes, and programs. A strategy is complete with targets and KPIs to measure and track performance.

3. **Leadership**: Strong leadership such as a robust commitment from the CEO and board accountability can have a cascading effect across all levels of the workplace.

4. **Workplace Culture**: Changing the overarching workplace culture can promote gender equal attitudes and behaviours and tackling the root causes that lead to violations.
BSR Assessment Insights and Results

Based on the assessment results, you may consider the following question: Where is your company on its journey to preventing and addressing violence and harassment?

Review of overall program and strategy

Gap analysis of ILO Convention
Collaboration Opportunities

BSR Collaborative Initiatives

Business Action for Women
A coalition of business leaders driving progress for women

Our Mission
To inspire ambition, increase impact, and catalyze scalable corporate solutions to support women’s global progress

Why Join?
Through this collaboration, participants will:

- Identify how your company can leverage its full value chain, peers, and strategic partners to make the greatest contribution to women’s progress from policy engagement opportunities to investments in women workers in global supply chains.
- Collaborate with peers and other stakeholders to share best practices, identify collective action opportunities, and build capacity to address shared challenges.
- Launch a virtuous circle of benefits for women and for business.

Our Members

Our Members (Partial list)

HERproject
Bringing together global brands, their suppliers, and local NGOs, HERproject drives impact for women and business via workplace-based interventions on health, financial inclusion, and gender equality.

Our Mission
To unlock the full potential of women working in global supply chains

Why Join?

- Directly benefit women workers in your supply chain by leveraging the experience and expertise of a tried-and-tested program
- Strengthen relationships with your strategic suppliers
- Collaborate with industry peers to advance gender equality
- Increase your visibility as a leading brand on women’s empowerment

Our Members
BSR’s HERproject strives to empower low-income women working in global supply chains. Bringing together international companies, their suppliers, and local NGOs, HERproject drives impact for women and business via workplace-based interventions on health, financial inclusion, and gender equality.

**OUR IMPACT**

- **850,000** Women
- **14** Factories & Farms
- **800+** Companies

**OUR REACH IN 2019**

- **202** active programs
- reaching **247,000** women

- Increasing the ability of low-income women to take charge of their health
- Expanding financial inclusion of low-income workers in global supply chains
- Promoting gender equality and tackling violence against women
HERrespect seeks to encourage gender-equitable attitudes and relationships among women and men, which can ultimately contribute to preventing violence and harassment in the workplace and in intimate relationships.

About HERrespect

- Building capacity of workers and managers
  - Changing attitudes on gender norms through training
  - Building skills to prevent and address violence
  - Conducting joint sessions between workers (women and men) and management to develop assertive communication skills

- Improving policies and practices at the workplace
  - Reviewing policies and processes to prevent and address workplace violence
  - Informing workers of policies and process applicable in the factory, as well as local laws
  - Creating linkages to community services and local initiatives
The interactive curriculum focuses on reflection and role-playing:

- 1. Basic skill-building (e.g. listening, body language)
- 2. Different communications styles
- 3. Understanding gender and relationships
- 4. Violence and relationships (at home and at work)
- 5. Building positive relationships
- 6. Creating support networks

- A total of 3 groups are trained: female workers, male workers, and supervisors
- Each group will receive six three-hour trainings (18 hours total over a nine-month period) and three joint sessions.
Why HERproject is uniquely positioned to drive this work

- HERrespect builds on HERproject expertise and experience:
  - A detailed understanding of supply chains and what works in factory and farm settings.
  - Evidence-based programming that addresses the specific forms and causes of violence against women in factory settings and within communities.
  - Partnerships with NGOs and gender experts in each country of operation, ensuring that the program is adapted to the local context and gender dynamics.
Key outcomes of HERrespect

Through HERrespect, we see the following improvements for participants:

- Less acceptance of violence against women
- Increased awareness on what constitutes sexual harassment.
- Less acceptance of gender-unequal statements
- Greater sense of empowerment as participants feel they can play a role in stopping violence
- Greater awareness on internal support mechanisms for affected women (e.g. policies and processes)

The biggest takeaway is that HERrespect changes attitudes, which are often the most ingrained.
Highlights of findings

Through HERrespect, we see the following improvements in participants attitudes

Acceptance of violence against women has decreased

- 34% (baseline) → 15% (endline)
- 54.2% (baseline) → 0.6% (endline)

Awareness on what constitutes sexual harassment has increased

- 64% (baseline) → 82% (endline)
- 54% (baseline) → 85% (endline)

Acceptance of the use of punishment by supervisors has decreased

- 40% (baseline) → 21% (endline)
- 80% (baseline) → 73% (endline)

…and in workplace policies and processes:

"We have documented policies on sexual harassment. Every employee is now taken through the policy during orientation after recruitment so they all are aware of the existing remedies and the reporting procedure." – Manager, Apparel factory in Mombasa
Where we work

• HERrespect has been implemented in Bangladesh, India, Kenya and Ethiopia.

• And we are seeking to partner to expand to Vietnam!
Questions?

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Thank you!

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