

# New Guidance for Business | Eliminating Violence and Harassment

October 2, 2019



The Business of a Better World

# Today's Speakers



**Aditi Mohapatra**

Director, Women's Empowerment,  
BSR



**Hester le Roux**

Senior Economic Advisor, Policy and Advocacy

**CARE International UK**



**Alice Allan**

Challenge Director,  
**Business Fights Poverty**



**Lucia Flores**

HERproject, Manager  
HERrespect Lead  
**BSR**

# 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.



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.

# The Cost of GBV to Business

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**.

## United States

 **\$4.9 billion** is the cost of violence—15% is from productivity losses



## European Union

 **258 billion euros** is the cost of violence to the E.U.



## Vietnam

 **63.9 million USD** in productivity losses



## Peru

 **\$3.4 billion** is lost annually in productivity losses among female workers

## South Africa

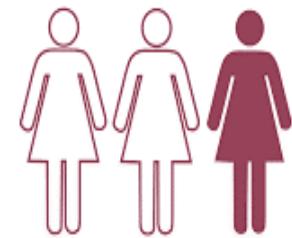
 **\$223 - 334 million** in business costs

## Bangladesh

 **\$262 million** in productivity losses due to intimate partner violence

## Australia

 **\$1.9 billion** in productivity losses



**1 IN 3**

# 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](#))

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](#))

## 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

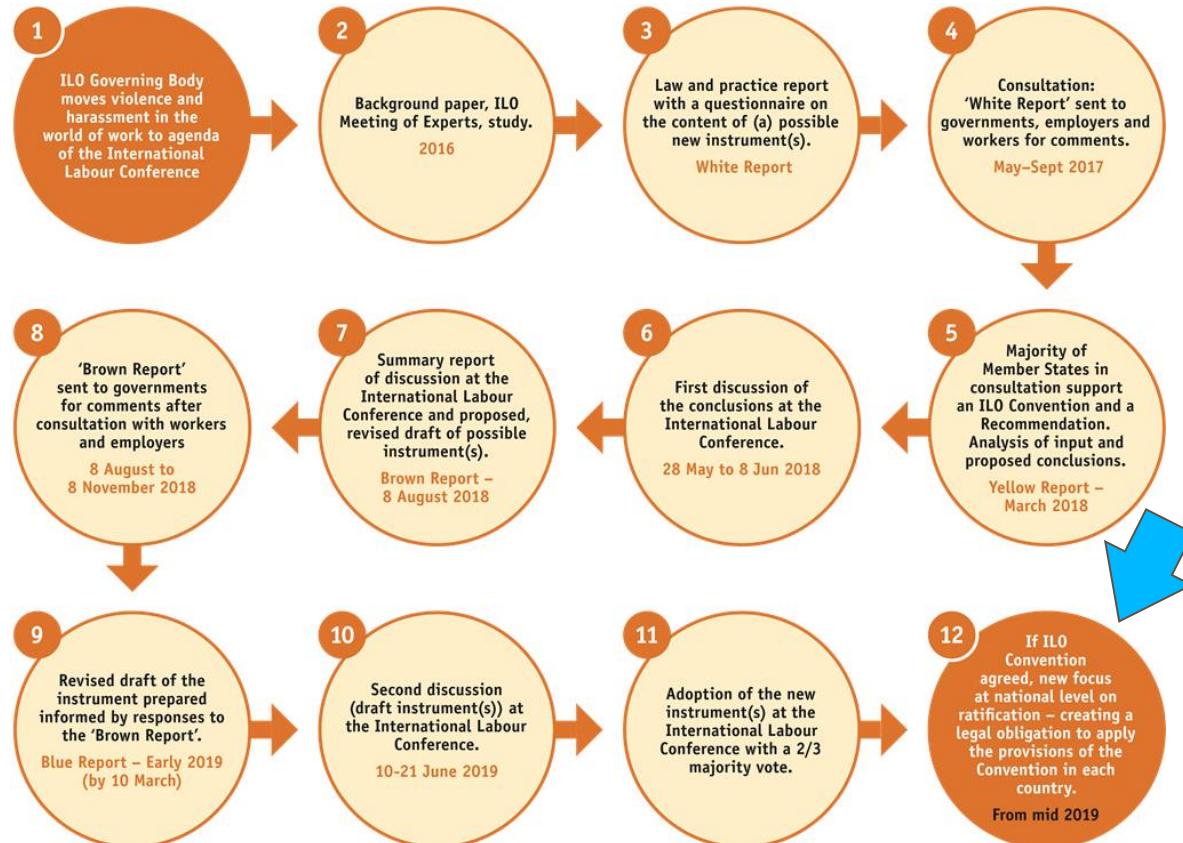
*BSR Webinar  
3 October 2019*



# 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



## 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 3<sup>rd</sup> 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

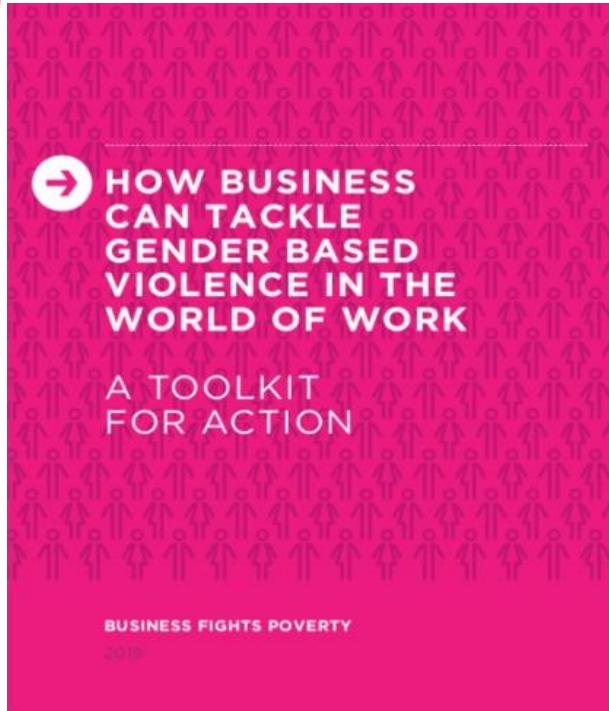


*For more information about how CARE can help  
your business prepare for the new Convention,  
or take a gender lens to your value chain,  
please get in touch!*

*Contact Merene Botsio,  
New Partnership Manager at  
[botsio@careinternational.org](mailto:botsio@careinternational.org)*

**THANK YOU!**





IN COLLABORATION WITH

PRIMARK

AngloAmerican

IFC  
International Finance Corporation

care

<https://businessfightspoverty.org/articles/how-can-business-tackle-gender-based-violence-in-the-world-of-work/>



*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 action

Page 4 / 60



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



# 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



## 2. COMMIT

*How do we convince employees we are taking GBV seriously and build trust across our organisation?*

**Commit to gender equality and diversity across the workplace**

CEO, Board,  
Directors, Managers

Vodafone  
CARE



**vodafone**

# 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?*

**Protect employees  
with supportive  
policies and  
procedures**

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

Unilever





# 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

# DIAGEO



# 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

Page 17

/ 60



# 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**

# BSR | Workplace Diagnostic Tool

**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.

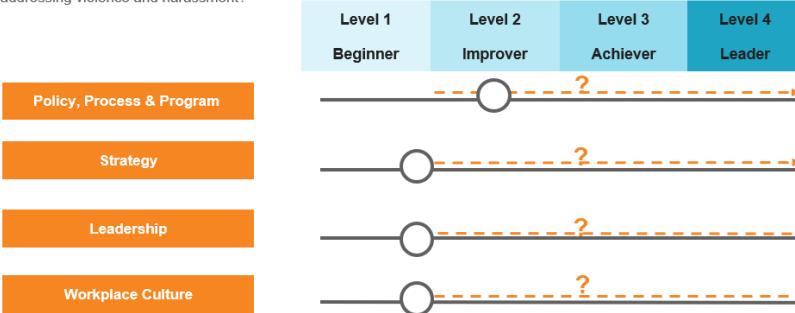
**4. Workplace Culture:** Changing the overarching workplace culture can promote gender equal attitudes and behaviours and tackling the root causes that lead to violations.

Level	Policy, Process and Program	Strategy	Leadership	Workplace Culture
<b>Beginner:</b> Violence and harassment is important for compliance reasons	Do we design and implement policy to meet the minimum legal and compliance requirement?	Do we have a plan to develop a strategy on violence and harassment?	Is violence and harassment seen as the responsibility of human resources?	Are we aware of the need to change the workplace culture?
<b>Improver:</b> Programs and action plans are in place	Does our company develop and adjust policies and processes to address emerging needs?	Do we make business case for certain programs or initiatives on violence and harassment?	Does our supplier engagement provide or facilitate capacity building to factories to help them advance women?	Does our company adopt sporadic initiatives to change some aspects of workplace culture?
<b>Achiever:</b> Prevention and redressal is internalized into systems and all business units	Do we collect data regularly to inform all levels of decision-making and the design of the policies, programs and processes?	Do we have a clear and transparent strategy to guide all future initiatives, investments, and activities on violence and harassment?	Are formal roles, responsibilities, and board accountability on progress and outcomes defined and cascading across management levels?	Have we systematically promoted gender equal attitudes and supportive norms across the company?
<b>Leader:</b> Gender equality is a business norm.	Do we mainstream and integrate prevention and redressal violence throughout all business and people policies and processes?	Do we have a strong commitment to tackling violence against women in the overall business strategy?	Is preventing and addressing violence and harassment seen as everyone's responsibility and where leaders and managers' performance is linked?	Does everyone in our company embrace the workplace culture on gender equality?

# BSR Assessment Insights and Results

Review of overall program and strategy

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?



Gap analysis of ILO Convention

ASSESSMENT CRITERIA	DEFINITION	COMPANY'S CURRENT PRACTICE	INFORMATION FROM GATE 1	GATE 2 (From Gate 1 if applicable)	STRATEGY		WORKPLACE CULTURE		COMMENTS AND RECOMMENDATIONS
					Strengths	Weaknesses	Strengths	Weaknesses	
IMPLEMENTED CORPORATE POLICIES AND MEASURES ACCORDING TO ILO CONVENTION									
Workers' Policy on Violence and Harassment	The company has adopted a policy on violence and harassment in the workplace that includes:	Adoption of the ILO Convention 190 of "Violence and Harassment" in the world of work. This policy applies to all employees and contractors, or, where relevant, to all workers, or, as far as possible, to all workers in a particular sector, function, or activity. It also covers all forms of violence and harassment, including sexual harassment.	• Making a direct, indirect, or conditional threat of harm • Exploiting or use conduct, including aggression, intimidation, harassment, "bullying," threats, belittlement, gender-based violence, or other conduct that creates a hostile environment, or, as far as possible, creates a risk of such conduct, for the purpose of achieving a particular result • Exploiting or challenging or oppressing persons • Using any instrument to threaten, harass, or intimidate.	None	Violence/harassment is mainly covered under a number of corporate and local policies.				The Standard of Practice: Conduct do not include a definition of "worker" to reflect the broader ILO scope.
	• Definition Article 1	• Definition Article 2			Violence/harassment and incidents are broadly defined as those incidents in Australia (not just Victoria) reinforced through circular economy principles.				Definitions are not harmonized. Harmonization could be achieved by referring to a global definition based on ILO, US Policy Definitions of violence and harassment, and the ILO Convention 190. Examples include broad definitions of Employee and Worker, in line with ILO Convention.
					The Canada Policy is the only one that purports to cover all workers in the world of work. The policy also covers the prevention, reduction, and elimination of the practice causing the greatest concern against workers and harassment.				
Broad coverage of different types of workers including employees, interns, apprentices, contractors, temporary workers, seasonal workers, trainees, volunteers, jobseekers, job applicants, etc.	This policy applies to employees involved in company operations, including all employees, temporary workers, and independent contractors, and applies on company property.	L. Scope, Article 2			Broad scope of inclusion that extends beyond own employees in the firm/public sector.				The Standard of Practice: Conduct do not include a definition of "worker" to reflect the broader ILO scope.
Scope of policy that addresses distances and timescales between the place where the workers are located and the workplace, including travel time, time taken for breaks, time taken for meals, time spent during working hours, and time spent during regular communications, etc.	This policy applies to workers occurring on company premises and off-site during related creation and delivery. In addition, this policy applies to conduct occurring off-site during related creation and delivery, and to conduct occurring on the basis of employment during non-related activities.	L. Scope, Article 2 and 3			Broad scope definition of what the firm/policy applies. Best practices including the wider scope and instances. Examples include broad definitions of Employee and Worker, in line with ILO Convention.				
					Best practices including other scope, Canada.				

# 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



### 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

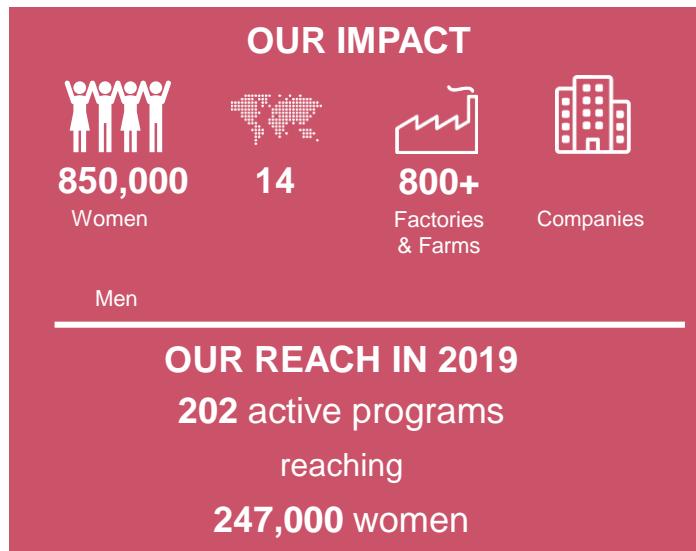
#### Our Members (Partial list)



# HERproject overview

*Empowered Women, Dignified Work, Better Business*

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.



**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**

# About HERrespect

- 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.



## 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



# Our approach: Training curriculum

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)

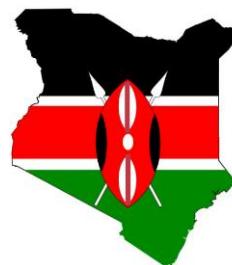
...and in workplace policies and processes:



« 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**.



Standalone intervention

Blended intervention

- And we are seeking to partner to **expand to Vietnam!**



# Questions?



**Aditi Mohapatra**

Director, Women's Empowerment,  
BSR



**Hester le Roux**

Senior Economic Advisor, Policy and Advocacy

**CARE International UK**



**Alice Allan**

Challenge Director,  
**Business Fights Poverty**



**Lucia Flores**

HERproject, Manager  
HERrespect Lead  
**BSR**

# Thank you!

Aditi Mohapatra, BSR: [amohapatra@bsr.org](mailto:amohapatra@bsr.org)

Hester le Roux, CARE International: [LeRoux@careinternational.org](mailto:LeRoux@careinternational.org)

Alice Allan, Business Fights Poverty: [alice@businessfightspoverty.org](mailto:alice@businessfightspoverty.org)

Lucia Flores: [lflores@bsr.org](mailto:lflores@bsr.org)