

ENDING VIOLENCE IS OUR BUSINESS

WORKPLACE RESPONSES TO
INTIMATE PARTNER VIOLENCE
IN ASIA AND THE PACIFIC



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UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide.

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ACKNOWLEDGMENTS

In 2017, UN Women Australia developed a collection of case studies, titled “Taking the First Step”, on the experience of Australian businesses setting up their responses to domestic and family violence. Complementing that report, this resource has been developed by the UN Women Regional Office for Asia and the Pacific (ROAP) to share promising practices and lessons learned from organizations that are implementing workplace responses to intimate partner violence across the Asia-Pacific region.

We acknowledge and thank the organizations that were willing to be profiled in this report. None of them claim to have all the answers or a perfect model for responding to intimate partner violence, but their efforts are significant and their openness to learn from others demonstrated leadership courage. We offer our sincere thanks to staff from the Business Coalition for Women in Papua New Guinea, Business Social Responsibility, CARE International – Papua New Guinea, Coffey International, Commonwealth Bank of Australia, International Finance Corporation, Jindal Stainless Steel, National Alliance of Teachers and Office Workers, National Rugby League, Newcrest Mining, Samoa Stationery and Books, St Barbara, Telstra, Westpac Fiji and the World Bank Group for their time and willingness to share throughout the drafting of this report.

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Finally, we offer our sincere thanks to the Australian Department of Foreign Affairs and Trade for generously funding the development of this publication.

FOREWORD

Violence against women is one of the most serious, life threatening and widespread violations of human rights worldwide. In Asia and the Pacific, levels of intimate partner violence remain unacceptably high. Over 37 per cent of women in South Asia, 40 per cent of women in South-East Asia and up to 68 per cent of women in the Pacific have experienced violence at the hands of their partners. This is an astounding number of women who have been affected by violence.

Violence devastates lives, fractures families and communities, fuels a culture of insecurity, and is an impediment to women's progress and economic empowerment. Violence against women significantly undermines women's educational and employment opportunities, income earning capability, and advancement in the workplace, which greatly limits the realization of their full potential.

Violence has severe consequences and carries tremendous costs for individuals, communities, businesses and societies. Globally, the impact of violence against women is estimated to cost 2 per cent of the global Gross Domestic Product or US\$ 1.5 trillion. Violence against women results in loss of income and increased costs for women, due to the cost of accessing services and days off work. For businesses, research has found significant costs in terms of decreased productivity (for both survivors and perpetrators) due to violence against women that occurs both in and outside of the workplace.

To end violence against women and support women who experience violence, changing the acceptance of violence against women as a private matter is needed. Workplaces can contribute to preventing violence by sending a strong message that violence is never acceptable. This includes creating a business culture that does not tolerate, condone or look away from any form of violence against women, whether it occurs inside or outside of the workplace, from sexual harassment to intimate partner violence, and holding all perpetrators accountable.

Workplaces can contribute to preventing violence against women by helping women stay employed so that they have more options to leave abusive relationships. Earning an income and economic independence for a woman who suffers from violence at home can give her the means to escape a violent relationship. Without earnings or economic resources, many women find it very difficult to leave abusive relationships.

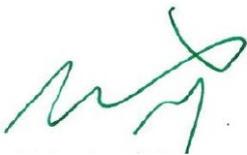
In the workplace, women can find protection, emotional support and respite from the violence they are experiencing at home, through information and referral to services, such as counselling. The support provided by an employer can be the difference between an employee staying in an abusive relationship or taking action to address it. When workplaces understand, recognize and respond to violence against women, women can continue to work and access the support they need. We would like to recognize the efforts of the organizations featured in this publication who are showing great leadership and leading the way in preventing and responding to intimate partner violence as a workplace issue. We thank them for sharing their experiences.

Ending violence against women is fundamental for sustainable development and gender equality, as recognized by international frameworks such as the 2030 Sustainable Development Goals. The 2019 Violence and Harassment Convention (No. 190) of the International Labour Organization recognizes that domestic violence, including intimate partner violence, can affect employment, productivity, health and safety, and that governments, employers' and workers' organizations and labour market institutions can help recognize, respond to and address the impacts of domestic violence. This Convention proposes measures that employers can implement to help mitigate the impacts of intimate partner violence. Responses include supporting individual staff and managers to understand the impact of violence, recognize signs that an employee might be experiencing violence, respond appropriately to a disclosure of violence, and refer employees to appropriate support services. The provision of protection, flexible work arrangements and paid leave for survivors of violence, and the development of resources to respond to violence in the workplace are promising measures. Many of these proposed measures, such as leave time, flexible work arrangements, referral systems and awareness raising, are already being implemented with success across the organizations featured in this report.

WHAT WORKPLACES CAN DO

These organizations identified **leadership commitment** as a key factor in the success of their responses to intimate partner violence. While everyone has a role to play in eliminating all forms of violence against women, executives and board directors, senior leaders and managers across organizations are especially effective when they challenge behaviours and norms that perpetuate, accept or ignore violence and drive workplace cultures that prioritize equality and respect. Preventing and responding to violence against women supports women's economic advancement and empowerment in the workplace – opening the doors for more talented, diverse, and safe workplaces. It also has benefits for businesses. Approaches that contribute to ending intimate partner violence in the workplace are smart investments that can result in financial benefits for companies. Supporting survivors of violence to stay employed not only optimizes productivity and profitability, but also reduces recruitment and training costs for employers.

Businesses and business leaders have a powerful role to play to prevent and respond to all forms of violence against women, contributing to a future where all women and their children live free from violence, where women are valued, safe and treated as equals. Together it is possible to empower women to participate fully and safely in economic life, build stronger economies, and improve the quality of life for women, men, families and communities.



MOHAMMAD NACIRI

Regional Director

UN Women Regional Office for Asia and the Pacific

Achieving gender equality and eliminating all forms of violence against women – including intimate partner violence – is a global agenda but individual organizations of all sizes, in all industries and sectors across Asia and the Pacific have a critical role to play in breaking the silence around violence against women and creating cultures that reject violence and support survivors. To achieve this, leaders must start today.

Promising practices to get started:

1. Develop an understanding of intimate partner violence and how it impacts employees and the organisation
2. Demonstrate leadership commitment to gender equality and ending violence
3. Dedicate appropriate financial and human resources
4. Design and implement a holistic workplace response to intimate partner violence
5. Build understanding to create a supportive environment and capacity to ensure that employees are safe at work and can access the support they need
6. Raise awareness and support community prevention efforts
7. Monitor and evaluate the impact of the workplace response

ABBREVIATIONS AND ACRONYMS

BSR	Business for Social Responsibility
CEDAW	Convention on the Elimination of All Forms of Violence against Women
CEO	Chief executive officer
CIPNG	CARE International Papua New Guinea
CSR	Corporate social responsibility
FSV	Family and sexual violence
GBV	Gender-based violence
GDP	Gross domestic product
HS&W	Health, safety and wellness
IFC	International Finance Corporation
ILO	International Labour Organization
NATOW	National Alliance of Teachers and Office Workers (the Philippines)
NRL	National Rugby League
ROAP	Regional Office for Asia and the Pacific (UN Women)
SSAB	Samoa Stationery and Books
TMTM	Trupla Man Trupla Meri (programme in Papua New Guinea)
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WESNET	Women's Services Network (Australia)
WHO	World Health Organization

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EXECUTIVE SUMMARY

Violence against women and girls is one of the most serious, life threatening and widespread violations of human rights worldwide. Violence against women is firmly rooted in gender inequality, discrimination and harmful cultural and social norms. In Asia and the Pacific, the levels of intimate partner violence remain unacceptably high due to the widespread cultural acceptance of violence and the idea that it is a private matter. Over 37 per cent of women in South Asia, 40 per cent of women in South East Asia and up to 68 per cent of women in the Pacific have experienced violence at the hands of their partners.ⁱ

Violence, both at home and at the workplace, negatively impacts women workers' health, well-being and performance at work. Violence against women and girls significantly undermines women's educational and employment opportunities, income earning capability and advancement in the workplace, which greatly limits the realization of their full potential.

Intimate partner violence is not only harmful to women, but it also impedes economic growth and prevents sustainable development. While survivors of violence bear the highest burden of costs, violence carries tremendous costs for communities, businesses and societies. The impact of violence against women has been estimated to cost 2 per cent of the global Gross Domestic Product (GDP) or US\$ 1.5 trillion. In Viet Nam, the persistence of domestic violence has resulted in a total loss of earnings equivalent to an estimated 3 per cent of the country's GDP. For businesses, research has found significant costs in terms of decreased productivity due to violence against women that occur both in and outside of the workplace. In Australia, domestic and family violence is estimated to cost Australian businesses AUD\$ 609 million (US\$ 416 millionⁱⁱ) annually by 2021.ⁱⁱⁱ In Peru, companies lose more than US\$6.7 billion a year – equivalent to 3.7% of GDP.^{iv} In Bolivia, companies lose nearly US\$2 billion a year, representing as much as 6.5% of GDP.^v

Achieving gender equality and eliminating violence against women is a global priority but organizations of all sizes, in all industries and sectors have a critical role to play by promoting gender equality and creating cultures that reject violence and support people who experience harassment and violence, whether it occurs inside or outside of the workplace. Workplaces have the power to provide safe and supportive environments for women, particularly women who are experiencing violence. At work, people can find protection from the violence they are experiencing at home, through support, information and referral to critical services. In addition, the workplace as an income-earning activity also represents independence for an employee who suffers from violence at home, and employment might be the decisive factor in whether they will be able to leave a violent relationship or not.

Addressing violence against women within the workplace is critical to support employees who may be experiencing violence, but it is also a critical and cost-effective investment. Studies show that preventing and responding to violence against women in the workplace also brings tangible financial benefits to companies. Supporting women to continue working by promoting safe workplaces not only increases productivity, but also reduces recruitment and training costs for employers. Investing in developing workplace responses to intimate partner violence is the right thing to do and it can result in strong benefits for companies:^{vi}

- A reduction in sick leave use, absenteeism and lateness;
- A reduction in turnover and associated administrative costs for recruitment and training costs;
- An increase in productivity and profitability, from employees who feel safe and supported;
- Increased savings and investment;
- Improved health and well-being of staff, higher staff morale;
- An improved corporate reputation, which can assist with attracting employees and shareholders;
- Enhanced employee loyalty.

ⁱ World Health Organization (WHO) (2013), London School of Hygiene and Tropical Medicine and South African Medical Research Council, *Global and regional estimates of violence against women: Prevalence and health effects of intimate partner violence and non-partner sexual violence*, p 16.

ⁱⁱ Exchange rate as of October 2019.

ⁱⁱⁱ Male Champions of Change (2016). *Playing Our Part, Lessons Learned from Implementing Workplace Responses to Domestic and Family Violence*. Australia.

^{iv} Dr. Aristides Alfredo Vara Horna (2015), *The cost of violence against women in formal microenterprises: the case of Peru*.

^v Dr. Aristides Alfredo Vara Horna (2015), *Violence against women and its financial consequences for businesses in Bolivia*.

^{vi} Donna Chung, Carole Zufferey and Anastasia Powell (2012), *Preventing violence against women in the workplace (An evidence review: full report)* (Victorian Health Promotion Foundation).

This publication focuses on intimate partner violence as this form of violence often receives less attention as a workplace issue than sexual harassment. Sexual harassment, intimate partner violence and sexual violence are part of a larger continuum of violence against women and girls, grounded in persistent gender inequality and discrimination, and it is important for workplaces to address all forms of violence against women, beyond the forms that occur in the workplace. Intimate partner violence is one of the most common and least visible forms of violence against women. Intimate partner violence refers to physical violence, sexual violence, economic abuse, psychological abuse and controlling behaviours within an intimate relationship. This includes all intimate relationships formal or not formal: casual relationships, current or former spouses, or dating partners. It can occur within heterosexual or same-sex relationships. This collection of case studies was designed to build understanding about the types of approaches that businesses and workplaces of all types and sizes are taking to address intimate partner violence.

This case study collection shares promising practices and lessons learned from organizations across the Asia-Pacific region that are implementing workplace responses to intimate partner violence. They feature 14 organisations from countries across Asia and the Pacific and diverse sectors: development, resources and mining, sporting, banking, retail and business support. The self-reported measures included here offer reflections about challenges and opportunities to take these approaches to the next level. By profiling promising practices from organizations across the region, UN Women invites business leaders to take action to prevent and respond to intimate partner violence. Significant progress could be made if more business leaders committed to ending violence against women in Asia and the Pacific.

These case studies and evidence tell us that effective workplace responses to violence against women requires strong leadership endorsement, supportive governance structures, and a workplace culture that consciously seeks and supports equality and respect. Leadership commitment has been identified by the organisation featured in this report as a particularly key factor in the success of workplace responses to intimate partner violence. Senior leaders and managers are especially effective when they challenge behaviours and norms that perpetuate violence and drive workplace cultures that prioritize equality and respect.

The case studies highlight examples of what elements have been instrumental in effectively responding to intimate partner violence in the workplace across organizations and countries:

- Leadership engagement and role models;
- Dedicate appropriate financial and human resources;
- Develop a clear business case;
- Building understanding and capability of staff;
- Seek support from experts and advocates;
- Clear and regular communication of available support;
- Confidentiality;
- Assessment, monitoring and evaluation;
- Training first responders

An effective workplace response should encompass a range of measures, policies and procedures that help to create a positive and supportive work culture, support and promote gender equality and zero tolerance to violence.^{vii} As many of the case studies highlight, having a policy alone is not enough: a demonstrated commitment to the policies as well as financial and practical support, and a culture that supports employees to use these entitlements is also vital. Similarly, one-off training or self-paced courses have been shown to have limited impact, particularly when they are carried out in isolation from other workplace measures. Training of workers, supervisors and managers to recognize and respond to intimate partner violence should be part of a comprehensive approach to prevent and respond to violence. Some of the promising practices showcased by the organizations in this report to prevent and respond to intimate partner in the workplace are:

- Leadership commitments;
- Flexible work arrangements;
- Paid leave;
- Referral to support services;
- Trainings and communication on the causes, consequences of intimate partner violence, how to recognize signs and respond to disclosure of abuse;
- Protection provisions, including against dismissal;
- Gender and safety assessments;
- Monitoring and evaluation of policy and programmes;
- Financial support to assist those experiencing violence.

An effective approach to preventing violence against women needs to be:^{viii}

- Tailored to suit the individual resources, capacity and cultural needs of the workplace;
- Owned and driven by the workplace's employees;
- Supported by a short and long-term strategy;
- Data- and evidence-based;
- Focused on changing organizational culture and promoting gender equality;
- A process of continual improvement.

vii UN Women and ILO (2019), "Handbook: Addressing violence and harassment against women in the world of work".

viii Our Watch (2018), "Workplace Equality and Respect Standards" p. 20.

The following steps are a summary of the promising practices being implemented across the region and provide a road map for leaders to follow to ensure their staff are safe and supported when they experience intimate partner violence.



1. DEVELOP AN UNDERSTANDING OF INTIMATE PARTNER VIOLENCE AND HOW IT IMPACTS EMPLOYEES AND THE ORGANISATION

- Review guidance and resources about addressing domestic violence or intimate partner violence in workplace settings.
- Invite specialists such as national or local women's organisations that are addressing intimate partner violence to provide training and facilitate discussions with leadership, employees and task forces that will focus on this issue (such as Diversity and Inclusion groups).
- Become informed about the business benefits of responding to intimate partner violence, including reduced absenteeism and increased employee retention.
- Engage employees, through focus groups, to understand their awareness of intimate partner violence. Note that directly asking employees about their own experiences of intimate partner violence is **not** recommended for safety reasons (this must be only done by experts due to safety risks).



2. DEMONSTRATE LEADERSHIP COMMITMENT TO GENDER EQUALITY AND ENDING VIOLENCE AGAINST WOMEN

- Intimate partner violence is rooted in gender inequality. A clear and public commitment from organization leaders and senior managers on gender equality, intolerance of any form of violence against women and support for employees experiencing violence is fundamental to creating an effective workplace response to intimate partner violence.



3. DEDICATE APPROPRIATE FINANCIAL AND HUMAN RESOURCES

- Effective approaches to address violence against women and gender equality require dedicated budget and human resources, including staff time dedicated to develop approaches to respond to intimate partner violence.



4. ENSURE EMPLOYEES ARE SAFE AT WORK AND CAN ACCESS THE SUPPORT THEY NEED

- Understand local support services and referral pathways for those experiencing violence and make this information easily accessible to all staff through internal channels, such as intranets, noticeboards and other employee communications.
- Designate trusted and trained contact persons in the workplace, to enable survivors to confidentially disclose their situation and to seek help.



5. DESIGN AND IMPLEMENT A WORKPLACE RESPONSE TO INTIMATE PARTNER VIOLENCE

- Provide opportunities for employees to contribute to the design of the workplace response.
- Develop a comprehensive intimate partner violence support policy, highlighting how the organization will provide support to staff who experience violence. Consider leading practice by other organizations such as those featured in this report. Provisions outlined in ILO Convention No. 190, such as special paid leave, emergency financial support, flexible working time, and referrals to service providers should be considered in designing the policy.
- Train staff and managers to recognize signs of violence- in cooperation with specialists in intimate partner violence (if needed).
- Train employees to respond to disclosure of violence safely and sensitively, through accessible online and face to face training, including organization-specific information such as details of the policies and key contacts.
- Train all workers, supervisors and managers regularly on how to prevent and respond to violence against women and how to address wider gender inequalities and social norms.



6. RAISE AWARENESS AND SUPPORT COMMUNITY PREVENTION EFFORTS

- Consider aligning corporate social responsibility programmes with national and local women's organizations or prevention of violence programmes.
- Consider what your organization can contribute to customers and communities due to your specialization, products, markets and resources.



7. MONITOR AND EVALUATE THE IMPACT OF THE WORKPLACE RESPONSE

- Monitor the workplace response at least once annually, paying attention to how the policy is utilized and seek to understand employee comfort levels to disclose their experience of violence to colleagues.
- Consider the social value in addition to the economic value that a workplace response can bring.



INTRODUCTION



BACKGROUND AND CONTEXT

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Regional Office for Asia and the Pacific (ROAP) plays a leading role in preventing and responding to violence against women and girls, and promoting evidence-based practice and policy across the region. An area of leading practice emerging worldwide is the role of workplaces in addressing intimate partner violence. In 2017, UN Women ROAP collaborated with UN Women Australia to develop a collection of case studies, titled “Taking the First Step”, which explored the experience of Australian businesses setting up their responses to domestic and family violence.¹

In 2019, UN Women and the International Labour Organization (ILO) collaborated to produce the “Handbook: Addressing violence and harassment against women in the world of work”.² The Handbook brings together the literature, policies and practices, providing promising examples from countries across the globe as well as practical information and recommendations to prevent and respond to violence and harassment in workplaces, including intimate partner violence.

Complementing those publications, this collection of case studies was supported by PwC Australia, to better understand the various roles that organizations are taking to address intimate partner violence in the workplace and the key drivers of policy and practice responses. It showcases the many roles organizations of all types and sizes can play in joining the movement to prevent and respond better to violence against women in the workplace and in their communities, and the benefits it can have for companies and organizations.

This case study collection shares promising practices from organizations across Asia and the Pacific that have implemented workplace responses to intimate partner violence. In sharing the lessons learned from organizations across the region, UN Women invites business leaders and chief executive officers (CEOs) to commit to taking action to prevent and respond to intimate partner violence. If more business leaders committed to playing their part in ending violence against women in Asia and the Pacific, significant progress could be made in reinforcing the message that violence against women is never acceptable and support is available.

This publication focuses on intimate partner violence as this form of violence often receives less attention as a workplace issue than sexual harassment. Sexual harassment, intimate partner violence and sexual violence are part of a larger continuum of violence against women and girls, grounded in persistent gender inequality and discrimination, and it is important for workplaces to address all forms of violence against women, beyond the forms that occur in the workplace. This report uses the broad and consistent term ‘intimate partner violence’ for violence which occurs within intimate relationships. Many of the workplace responses discussed in this report use terms like ‘domestic violence’ or ‘family violence’ in their policies and programmes, recognizing that this violence can take many forms (physical, sexual, emotional violence and neglect) and can occur within the private, domestic sphere, generally between individuals who are related through blood, marriage or intimacy.

VIOLENCE AGAINST WOMEN IN ASIA AND THE PACIFIC

Violence against women is one of the most persistent violations of human rights globally. After decades of advocacy by women’s organizations, violence against women is now widely recognized as a violation of fundamental human rights, a barrier to development and a global public health issue of epidemic proportions. Globally, one in three women have experienced sexual or physical violence in their lives, with most of this violence perpetrated by an intimate partner.³

Violence against women is firmly rooted in gender inequality, discrimination and harmful cultural and social norms. It is grounded in unequal power relations between women and men and reinforced by discriminatory and gender-biased attitudes, norms and practices. Deeply ingrained patriarchal, cultural and religious norms in society and institutions which place a lower value on women and girls contribute to high levels of acceptance of violence by both men and women. The widespread cultural acceptance of violence allows it to continue, often unchallenged. Violence against women and girls occurs at home, in workplaces, in public spaces and online, and can culminate in femicide, the murder of women and girls.

1 UN Women Australia (2017), *Taking the First Step*.

2 UN Women and ILO (2019), “Handbook: Addressing violence and harassment against women in the world of work”.

3 World Health Organization (2017), “Violence against women – Key Facts”.

WHAT IS VIOLENCE AGAINST WOMEN?

Key Terminology

Violence against women and girls:

Any act of gender-based violence 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.

United Nations (1993), *Declaration on the Elimination of Violence against Women (Resolution 48/104)*.

Gender-based violence (GBV):

Any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males.

Inter-Agency Standing Committee (2015), *Guidelines for Integrating Gender-based Violence Intervention in Humanitarian Action*.

Intimate partner violence:

Any behaviour within an intimate relationship that causes physical, psychological or sexual harm to those in the relationship. Examples of types of behaviour are acts of physical violence, sexual violence, economical, emotional (psychological) abuse and controlling behaviours.

World Health Organization (2012), *Understanding and addressing violence against women – Intimate Partner Violence*.

Domestic violence and family violence:

In many countries, refers to partner violence, but also includes child or elder abuse, or abuse by any member of a household and family.

World Health Organization (2012), *Understanding and addressing violence against women*.

Violence directed against women by their intimate partners has devastating physical, emotional, financial and social effects on women, children, families, workplaces and communities. It negatively affects women's sense of self-worth, their general well-being and overall quality of life. Violence has serious negative consequences ranging from immediate to long-term physical, psychological and mental health effects and sexual and reproductive problems. Violence affects their participation in education, employment, politics and civic life, and impedes their access and control over resources – increasing poverty and inequality. The associated vast social and economic costs to survivors, communities, businesses and countries have been widely documented and reported. Evidence shows that violence has serious intergenerational effects, that children from households where violence is perpetrated have lower job performance, stability and earnings in later life⁴ while also being at greater risk of engaging in or tolerating violent behaviour as adults.⁵

While violence against women does not discriminate, it is important to recognize that other aspects of people's identities impact the way they experience violence, including ethnicity, indigeneity, sexual orientation, gender identity, age and ability. Diverse groups of women suffer from multiple and intersecting forms of discrimination and inequalities, making them especially vulnerable to violence. Violence against women can also be more prevalent in rural and remote settings where gender inequality may intersect with poverty and isolation.

⁴ Georgia Taylor, Emma Bell, Jessica Jacobson and Paola Pereznieta (2015), *DFID Guidance Note on Addressing Violence Against Women and Girls (VAWG) Through DFID's Economic Development and Women's Economic Empowerment Programmes – Part A*.

⁵ World Health Organization (2014), *Global Status Report on Violence Prevention 2014*.

DID YOU KNOW?



1 in 3 women worldwide have experienced physical or sexual violence – mostly by an intimate partner.ⁱ

As many as 50%

of women, or at least 2 billion women, have experienced sexual harassment.^{vi}



Across Asia, studies in Japan, Malaysia, the Philippines and South Korea show that **30 to 40%** of women suffer workplace sexual harassment.ⁱⁱ

58%

of women killed worldwide in 2017 were killed by intimate partners or family members.^{vii}



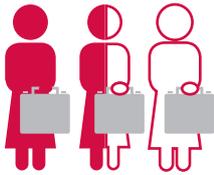
47% of Indian women feel that top issue at work is sexual harassment.ⁱⁱⁱ

137

women across the world are killed by a member of their own family every day.^{viii}

Up to 50%

of sexual assaults worldwide are committed against girls under 15.^{ix}



56% of women in Papua New Guinea believe that their career has been affected by real or perceived safety concerns and **12%** do not have safe transportation to and from work in remote areas.^{iv}

650 million

women and girls alive today were married before their eighteenth birthday.^x

71%

of all trafficking victims worldwide are women and girls. Three out of four are trafficked for sexual exploitation.^{xi}



Women who are exposed to intimate partner violence are employed in higher numbers in casual and part-time work and their earnings are **60%** lower compared to women who do not experience such violence.^v

Sources:

- i. World Health Organization (WHO) (2013), London School of Hygiene and Tropical Medicine and South African Medical Research Council, *Global and regional estimates of violence against women: Prevalence and health effects of intimate partner violence and non-partner sexual violence*, p 16.
- ii. UN Women Virtual Knowledge Centre to End Violence against Women and Girls (2010), "Fast facts: statistics on violence against women and girls".
- iii. See <https://herproject.org/programs/herrespect>
- iv. Emily Darko, William Smith and David Walker (2015), "Gender violence in Papua New Guinea: The cost to business" (ODI report).
- v. World Bank (2015), *Women, Business and the Law 2016: Getting to equal*.
- vi. Joseph Chamie (1 February 2018), "Sexual Harassment: At Least 2 Billion Women" (Inter Press Service News Agency).
- vii. United Nations Office on Drugs and Crime (UNODC) (2018), *Global Study on Homicide – gender related killing of women and girls*. UN Women Virtual Knowledge Centre to End Violence against Women and Girls (2010), "Fast facts: statistics on violence against women and girls".
- viii. Ibid.
- ix. United Nations Population Fund (UNFPA) (2003), *UNFPA and Young People: Imagine*, p. 3.
- x. United Nations Children's Fund (UNICEF) (2018), "Child Marriage: Latest Trends and Future Prospects", pp. 2–4; and UNICEF (2017), *Is every child counted? Status of Data for Children in the SDGs*, p. 54.
- xi. UNODC (2016), *Global Report on Trafficking in Persons*.

INTERNATIONAL NORMATIVE FRAMEWORKS

Member States of the United Nations have recognized the importance of addressing violence against women and girls through conventions, policies and frameworks, including the **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, the **Beijing Platform for Action**, and the **2030 Agenda for Sustainable Development**. Almost all countries across Asia and the Pacific have ratified CEDAW, meaning that national governments have an obligation to enshrine the articles of the convention into domestic legislation. While these international commitments do not directly bind workplaces, they compel national governments to enact laws and regulations to hold private and public sector actors accountable for advancing gender equality and women's rights. The Philippines and New Zealand, for example, both have national legislation requiring businesses to provide support to employees experiencing domestic and family violence, including intimate partner violence.⁶

In 2019, ILO adopted the **Violence and Harassment Convention (No. 190)**, and the **Violence and Harassment Recommendation (No. 206)**. This is the first time that a Convention and Recommendation on violence and harassment in the world of work have been adopted. They include contributions from governments, employers, organizations and trade unions and acknowledge that "domestic violence can affect employment, productivity and health and safety, and that governments, employers' and workers' organizations and labour market institutions can help, as part of other measures, to recognize, respond to and address the impacts of domestic violence."

Recommendation No.

206

proposes measures to mitigate the impacts of **domestic violence** in the world of work, including:



Leave for victims of domestic violence



Flexible work arrangements and protection for victims of domestic violence



Temporary protection against dismissal for victims of domestic violence, as appropriate, except on grounds unrelated to intimate partner violence and its consequences



The inclusion of domestic violence in workplace risk assessments



A referral system to public mitigation measures for domestic violence, such as crisis counselling or emergency accommodation, where they exist



Awareness-raising about the effects of domestic violence

⁶ In 2004, the Government of the Philippines passed the Anti-Violence Against Women and Their Children Act of 2004, which entitles people experiencing domestic violence to 10 days paid leave, in addition to other leave entitlements. In 2018, the Government of New Zealand passed similar legislation stipulating that any person experiencing domestic violence will be entitled to 10 days paid leave, which will be in addition to the standard holiday and sick leave entitlement.

WOMEN'S EMPOWERMENT PRINCIPLES

The Women's Empowerment Principles offer practical guidance to business and the private sector on how to empower women in the workplace, marketplace and community. As of July 2019, more than 2,000 business leaders from companies across the world have adopted the principles, which are designed to support companies in reviewing existing policies and practices—or establishing new ones—to realize women's empowerment. The principles call attention to the many positive roles that the private sector can play to address violence and establish workplaces where sexual harassment and violence against women are not tolerated. The third principle is to “Ensure the health, safety and well-being of all women and men workers.” It recommends the following:

- To take into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health;
- To establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and sexual harassment;
- To strive to offer health insurance or other needed services – including for survivors of intimate partner violence – and ensure equal access for all employees;
- To respect women and men workers' rights to time off for medical care and counselling for themselves and their families;
- In consultation with employees, to identify and address security issues, including the safety of women traveling to and from work on company-related business;
- To train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.



INTIMATE PARTNER VIOLENCE IN ASIA AND THE PACIFIC



Intimate partner violence is one of the most common and least visible forms of violence against women. Intimate partner violence refers to any behaviour within an intimate relationship that causes physical, psychological or sexual harm to those in the relationship. Examples of types of behaviour are acts of physical violence, sexual violence, economic abuse, emotional (psychological) abuse and controlling behaviours.⁷ This includes all intimate relationships formal or not formal: casual relationships, current or former spouses, or dating partners. It can occur within heterosexual or same-sex relationships.

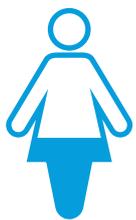
Asia and the Pacific has more than half the world's population and some of the highest rates of intimate partner violence in the world.



Up to **68%**
of women in the Pacific have experienced violence by an intimate partner



40%
of women in South-East Asia have experienced violence by an intimate partner



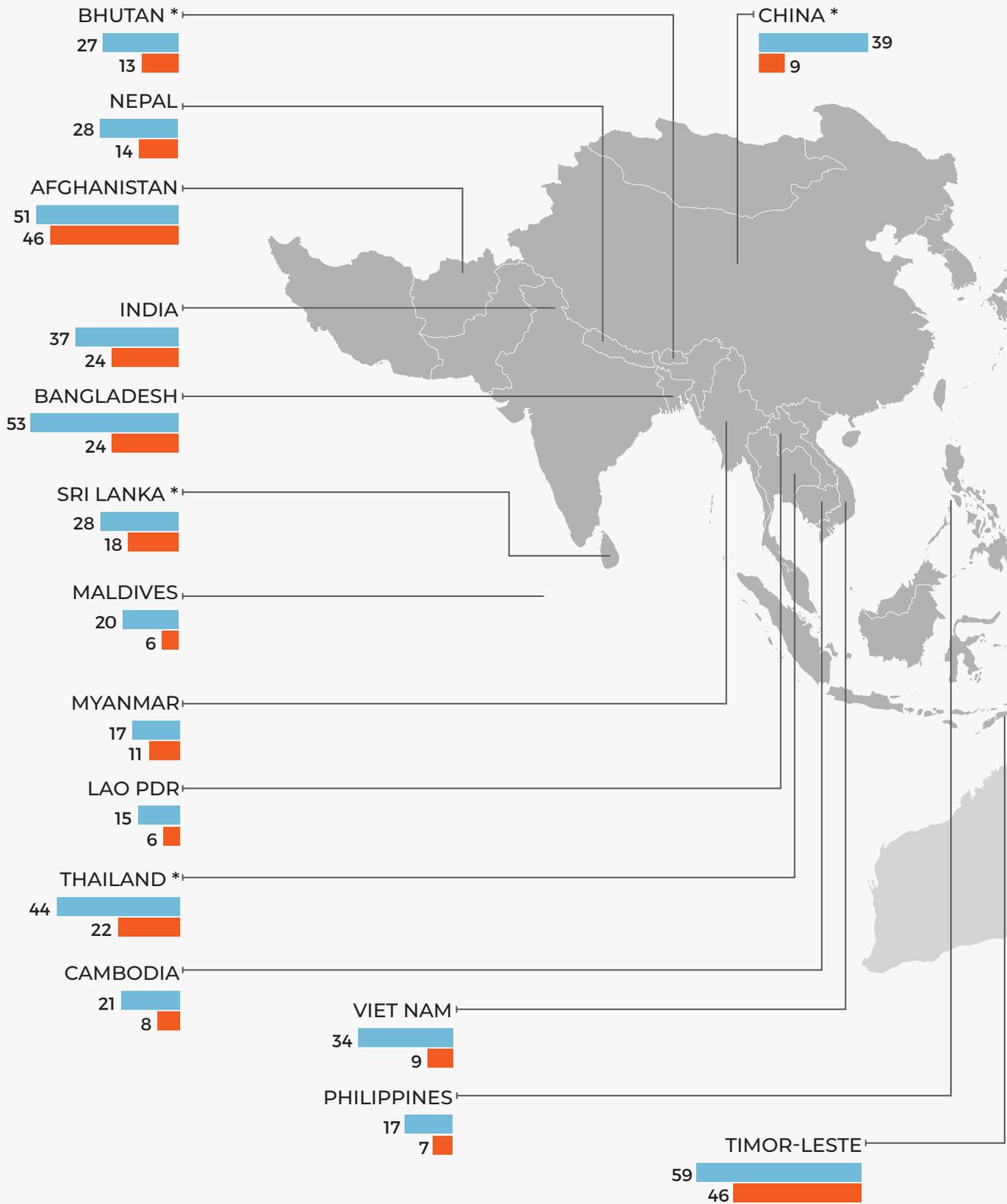
37%
of women in South Asia have experienced violence by an intimate partner

Source: WHO (2013), London School of Hygiene and Tropical Medicine and South African Medical Research Council, *Global and regional estimates of violence against women: Prevalence and health effects of intimate partner violence and non-partner sexual violence*, pp. 16 and 20.

⁷ United Nations Population Fund (UNFPA) (2016), "Measuring Prevalence of Violence against Women – Key terminology".



Figure 1. Women who experience violence in Asia and the Pacific. 2000-2019

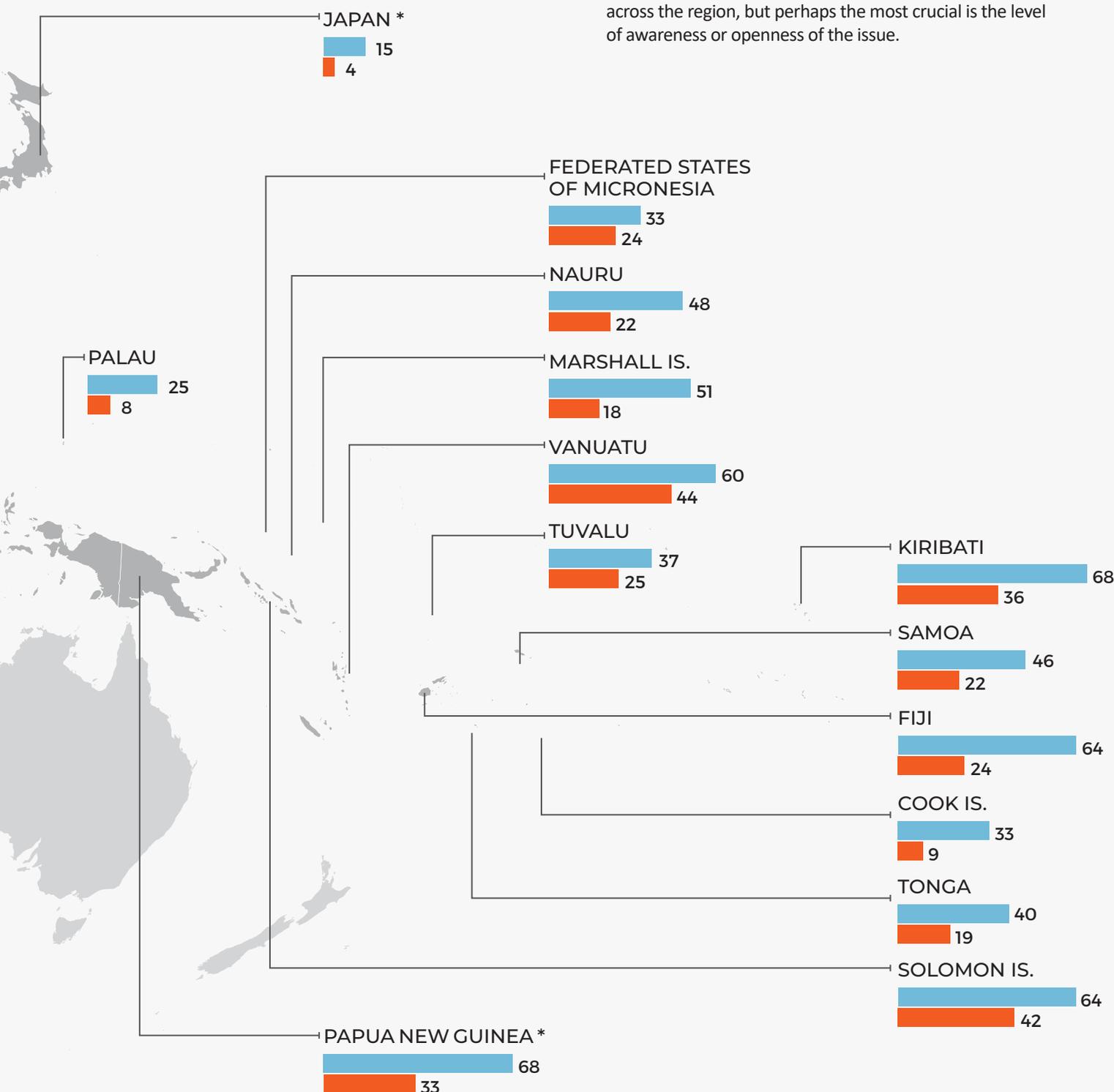


■ Percentage of women who reported experience of physical or sexual violence, or both, by an intimate partner in their lifetime.

■ Percentage of women who reported experience of physical or sexual violence, or both, by an intimate partner in the last 12 months.

* Subnational data

The proportion of women who have reported physical or sexual violence by an intimate partner in their lifetime varies across Asia and the Pacific, ranging from 15 per cent in Japan and Lao PDR, to 68 per cent in Kiribati and Papua New Guinea (figure 1). The proportion of women who have reported physical or sexual violence by an intimate partner in the past 12 months ranges from 4 per cent in Japan to 46 per cent in Afghanistan and Timor-Leste. There are many factors which contribute to variances witnessed across the region, but perhaps the most crucial is the level of awareness or openness of the issue.



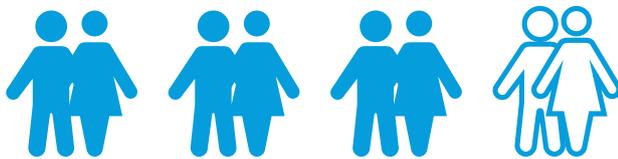
Intimate partner violence is often considered a private matter that should be dealt with within the family or relationship. This belief contributes to the invisible nature of intimate partner violence and increases the stigma around it. Men and women in many societies believe that intimate partner violence is justified at times, particularly for behaviours that transgress gender role expectations (for example, a wife burns food, argues with her husband, goes out without telling him, neglects the children or refuses to have sex with her husband).



1 in 2 men and women in Papua New Guinea think that there are times a woman deserves to be beatenⁱ



1 in 3 women and 1 in 2 men in Pakistan agree that a woman needs to be beaten at timesⁱⁱ



More than 3 in 4 married men and women in Pakistan agree that a woman should tolerate violence to keep the family togetherⁱⁱⁱ

When attempts are made to justify intimate partner violence, women are blamed for the abuse they experience. In that context, shame and social stigma make it difficult for women to talk about their suffering and seek protection from violence. This further increases the invisibility of intimate partner violence, leads to a lack of reporting and perpetuates the stigma surrounding violence.

INTIMATE PARTNER VIOLENCE: A WORKPLACE ISSUE?

All workplaces – large and small and in all sectors – can help prevent violence against women by promoting equality and respect and working towards gender equality.

Breaking the silence around the issue in workplaces and supporting victims of intimate partner violence at work can help to break the cycle of violence and save lives. While governments are responsible for ensuring that national legislation and institutional frameworks address intimate partner violence, the workplace is a key site to prevent and respond to violence against women. Workplaces are influential social settings where many people spend the majority of their adult lives and are key sites to improve gender equality for women and address sexist attitudes and behaviours.

Research worldwide has shown that workplaces have a unique opportunity to help employees who may be experiencing violence at home. Workplaces can help to identify the problem and assist employees in seeking assistance. They can play a positive role by providing safe and supportive environments for their employees. At work, people can find protection from the violence they are experiencing at home, through support, information and referral to critical services. In addition, the workplace as an income-earning activity also represents independence for an employee who suffers from violence at home, and employment might be the decisive factor in whether they will be able to leave a violent relationship or not.

While workplaces can be a great support for people experiencing violence, we know that perpetrators of violence are also present in organizations. The workplace can provide crucial support for those who are using violence to examine their behaviours and reach out for help. Training on what constitutes intimate partner violence can be the catalyst that encourages some perpetrators to recognize their behaviours and seek help.

Sources:

i. and ii. Partners for Prevention (2013), *Why Do Some Men Use Violence against Women and How Can We Prevent It? Quantitative Findings from the United Nations Multi-country Study on Men and Violence in Asia and the Pacific*.

iii. Seemin Ashfaq, Iram Kamran, Rehan Niazi and Ali Muhammad Mir (2018), *Results of the International Men and Gender Equality Survey – Pakistan* (Rutgers, Rozan and the Ministry of Human Rights).

Given this, employers should consider the way in which they choose to provide support mechanisms to perpetrators, to ensure that it does not add further pressure nor increase the risk that violence will escalate. For example, a zero-tolerance programme which terminates an employee immediately upon learning about their perpetration could increase the risk of violence if the perpetrator blames the victim for the loss of the job or financial challenges associated with it.

THE BUSINESS CASE

Intimate partner violence is not only harmful to women, it impedes economic growth and stalls societal development. Violence, both at home and at the workplace, negatively impacts on women workers' health, well-being and performance at work. It diminishes their participation and advancement in the workplace and contributes to sex discrimination at work. Experiencing intimate partner violence can ultimately reduce an individual's performance at work, and ultimately their capacity to remain in employment. Employees experiencing intimate partner violence may experience increased stress and decreased well-being resulting in lost productivity, absenteeism, self-isolation from co-workers and slowed career progression. Research shows that of those who have experienced intimate partner violence during their work-life, more than two thirds (68 per cent) felt safer at work than at home.⁸

Intimate partner violence has no boundaries and does not stay at home. Intimate partner violence can also affect survivors in the workplace, with up to 75 per cent of people who experience intimate partner violence reporting that they were also targeted at work either in person or via email, social media or telephone.⁹ Intimate partner violence has an impact not only on the person experiencing violence, but also on the safety of others in the workplace, including co-workers, employers, patients or customers either from witnessing harmful behaviour toward the survivor or being threatened themselves.

Investing in developing workplace responses to intimate partner violence is the right thing to do, and there are many compelling business reasons to invest in developing workplace responses to intimate partner violence, including:¹⁰

- A reduction in sick leave use, absenteeism, presenteeism and lateness;
- A reduction in turnover and associated administrative costs for recruitment and training costs;
- An increase in productivity and profitability, from employees who feel safe and supported;
- Increased savings and investment;
- Improved health and well-being of staff, higher staff morale;
- An improved corporate reputation, which can assist with attracting employees and shareholders;
- Enhanced employee loyalty.

A study in China found that almost **45%** of respondents who have experienced intimate partner violence reported missing work hours or workdays as a result in the past 12 months.

The study also found that overall, **71%** of survivors reported that intimate partner violence negatively affected their career advancement due to lowered work performance, poor attendance and career disruption caused by having to change jobs or give up opportunities of professional training and promotion.

Further, on average, each survivor missed **15 WORKDAYS**, took **11 DAYS** of personal leave, and/or arrived late or left early from work **FIVE TIMES** in the past 12 months.

Source: The Asia Foundation (2017), *Impact of Domestic Violence on the Workplace in China*.

⁸ Vodafone Foundation (2019). Toolkit on Domestic violence and abuse at work: recognize, respond refer.

⁹ See <http://thecorporatealliance.co.uk/understanding-valuation/>

¹⁰ Donna Chung, Carole Zufferey and Anastasia Powell (2012), *Preventing violence against women in the workplace (An evidence review: full report)* (Victorian Health Promotion Foundation).

WHY ARE SO MANY WOMEN AND GIRLS RELUCTANT TO REPORT VIOLENCE?¹¹

People often ask “why don’t they just leave?”. The reality is that the majority of people experiencing violence make heroic efforts to leave, but many are unsuccessful because they face major obstacles. Some of these obstacles are listed below.

- **Threats and fear of retaliation:** many women and girls are threatened with more violence and even death if they speak out or report the people who perpetrated the violence. In some cases, people who have perpetrated violence hold positions of power within the community and do not want their identities to be revealed or their reputations harmed, so they make credible threats to silence the people they have been violent towards.
- **Shame, guilt and fear of social stigma:** most women and girls who have experienced violence report feeling deeply ashamed about the violence they endured, and are afraid that the feeling of shame will intensify if they tell people who reinforce the stigma or will bring shame to their family.
- **Victim blaming in communities, media and society:** when women and girls who report violence are treated with disrespect, suspicion or hostility, a message is sent to other women and girls on the consequence of breaking their silence.
- **Lack of resources:** economic dependence and economic violence prevent women from reporting and escaping intimate partner violence.
- **Love and the hope that the partner will change:** many people experiencing violence still love their partner despite the violence, believe the partner’s promises to change, and fear what the repercussions may be for the perpetrator if they leave or report the violence.
- **Concern for their children:** fear of losing custody of children associated with divorce and concern for the well-being of their children prevent many people who are experiencing violence from leaving.

WHAT ARE THE SIGNS THAT SOMEONE MIGHT BE EXPERIENCING INTIMATE PARTNER VIOLENCE OR ABUSE?¹²

Work productivity signs:

- Change in the person’s working patterns. For example, frequent absence, lateness or needing to leave work early.
- Reduced quality and quantity of work, including missing deadlines, a drop in usual performance standards.
- Change in the use of the phone/email, for example, a large number of personal calls/texts, avoiding calls or a strong reaction to calls/texts/emails.
- Spending an increased number of hours at work for no reason.

Changes in behaviour or demeanour:

- Conduct out of character with previous employment history.
- Changes in behaviour. For example, becoming very quiet, anxious, frightened, tearful, aggressive, distracted or depressed.
- Isolating themselves from colleagues.
- Obsession with timekeeping.
- Secretive regarding home life.
- Worried about leaving children at home with their partner.

Physical signs:

- Visible bruising, single or repeated injury with unlikely explanations.
- Change in the pattern or amount of make-up used.
- Change in the manner of dress, for example, clothes that do not suit the climate which may be used to hide injuries.
- Substance use/misuse.
- Fatigue/sleep disorders.

Other signs:

- Partner or ex-partner stalking employee in or around the workplace.
- Partner or ex-partner exerting unusual amount of control or demands over work schedule.
- Flowers/gifts sent to employee for no apparent reason.
- Isolation from family/friends.

¹¹ This guidance is based on the United Kingdom Department of Health, Responding to Colleagues Experiencing Domestic Abuse: Practical Guidance for Line Managers, Human Resources and Employee Assistance Programmes

¹² Ibid.

WHAT CAN YOU DO IF YOU SUSPECT SOMEONE YOU KNOW IS EXPERIENCING INTIMATE PARTNER VIOLENCE IN THE WORKPLACE OR AT HOME?¹³

If you suspect that someone you know is experiencing violence but you are not sure, encourage them to reach out when they are ready. When you suspect something is wrong, or if someone discloses that they are experiencing violence to you, open a conversation and consider the below:

- Ensure they are comfortable to continue the conversation (e.g. “Do you feel comfortable to speak with me? Would you feel more comfortable talking to someone else?”);
- Assure confidentiality where possible (e.g. “It will be a private conversation between us”);
- Consider confidentiality and privacy in regard to where the conversation is taking place;
- Ask open questions;
- Ask a direct question if needed (e.g. “Tell me what’s happening”);
- Ask what you can do to provide support, and mention support available in and outside of work, even if you do not know yet what has happened;
- Let them know “the door is always open” – they might not be ready to discuss their concerns but at least you have indicated you are willing to listen.

It is important to remember to do the following:

- Listen carefully and without judgement;
- Pause and allow silence any time during this exchange;
- Respond using empathy and reinforce support is available:
 - “This must be difficult for you”;
 - “It’s not OK that you are being hurt”;
 - “You must feel really worried about the situation”.

Finally (if appropriate) ask the person whether you can help by providing information on how they can access support, such as the organization’s policy or a referral to services.

If they do not want to answer your questions or tell you what’s going on, that is okay – you do not want them to feel like they are being interrogated or pressured. Let them know you are there for them if and when they want to talk to you about what has happened to them, and continue to build trust.

For a list of global hotlines, please visit: www.endvawnow.org/en/need-help.

THE COSTS OF INTIMATE PARTNER VIOLENCE

Violence, both at home and at the workplace, carries varied and considerable costs to affected individuals, their families, communities, businesses and societies. The costs of violence against women include lost productivity, costs for police and justice agencies, health care, social protection, welfare and education systems. These costs cover provision of support services for survivors, death, suicide, reactive violence, reduced ability to work or study, lost income, lost opportunities, lost workplace productivity and psychological trauma.

Intimate partner violence affects women’s full and active participation in the labour market, and many women experiencing intimate partner violence end up leaving their jobs. Data show that women who experience intimate partner violence are more likely to be in part-time and vulnerable work and that their earnings are 60 per cent lower than women who do not experience violence.¹⁴ Violence results in loss of income and increased personal costs for women who experience violence, due to the cost of seeking assistance and days off work.

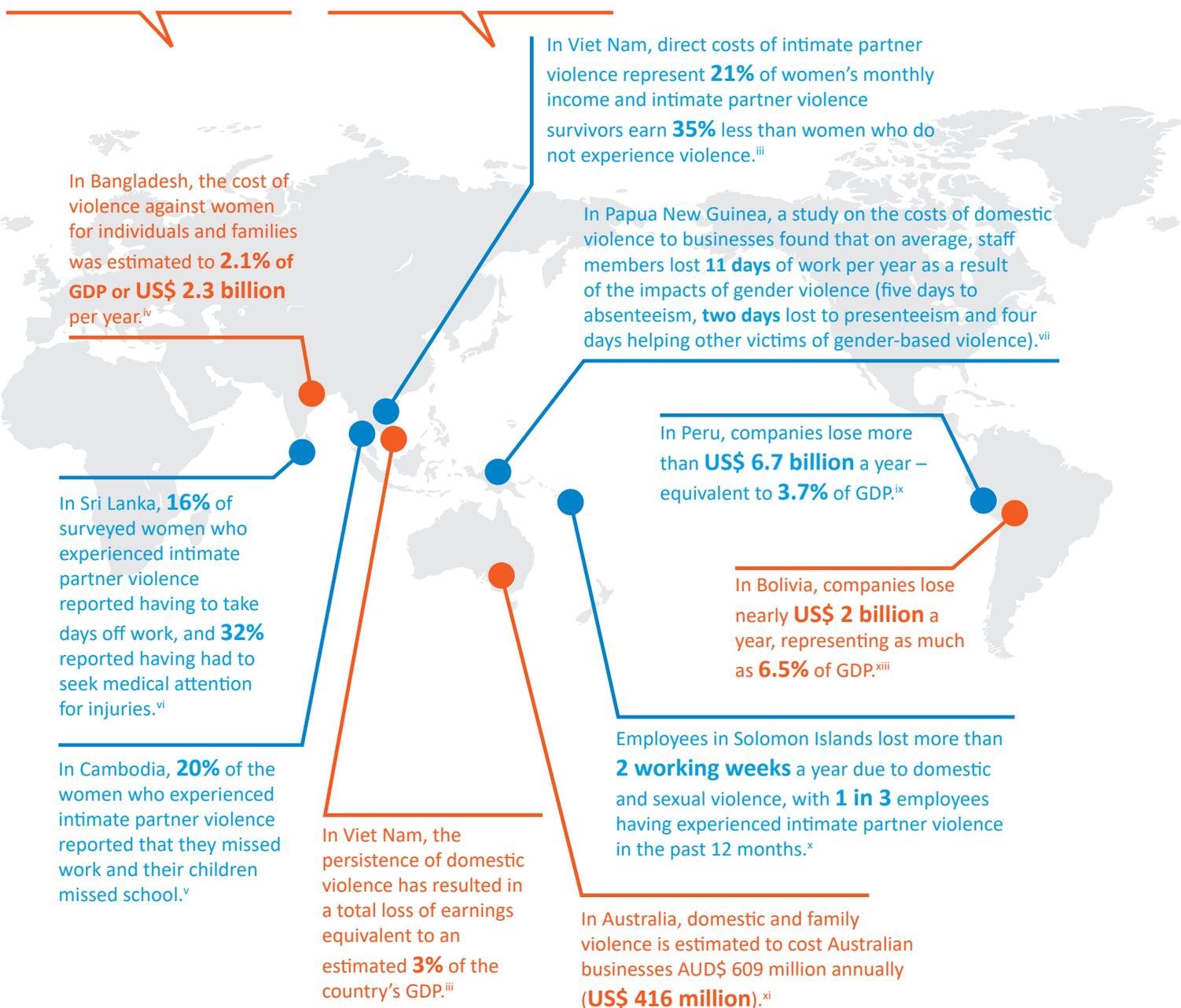
¹³ This section is based on training materials developed by Australia’s CEO Challenge (2019). More information can be found on their website <https://www.australiasceochallenge.org/>

¹⁴ World Bank (2015), *Women, Business and the Law 2016: Getting to equal*.

Figure 2. The costs of violence against women

Estimates of the costs of violence against women to the global economy is **2% of the global GDP or US\$ 1.5 trillion.**ⁱⁱ

Violence against women is estimated to cost countries up to **3.7% of their GDP.**ⁱ



Sources:

- i. World Bank (2019), "Social development brief: Gender based violence (violence against women and girls)".
- ii. CARE International (2018). "Counting the Cost: The Price Society Pays for Violence Against Women".
- iii. UN Women (2013), *Estimating the cost of domestic violence against women in Viet Nam*.
- iv. CARE Bangladesh (2011), *Domestic Violence against Women: Cost to the Nation*.
- v. UN Women (2013), "The costs of violence: Understanding the costs of violence against women and girls and its response - selected findings and lessons learned from Asia and the Pacific".
- vi. CARE Sri Lanka (2013), *Broadening gender: Why masculinities matter Attitudes, practices and gender-based violence in four districts in Sri Lanka*.
- vii. Emily Darko, William Smith and David Walker (2015), "Gender violence in Papua New Guinea: The cost to business" (ODI report).
- viii. International Finance Corporation (IFC) (2019), *The Impact of Domestic and Sexual Violence on the Workplace in Solomon Islands, Survey Report*.
- ix. Dr. Aristides Alfredo Vara Horna (2015), *The cost of violence against women in formal microenterprises: the case of Peru*.
- x. Dr. Aristides Alfredo Vara Horna (2015), *Violence against women and its financial consequences for businesses in Bolivia*.
- xi. Male Champions of Change (2016). *Playing Our Part, Lessons Learned from Implementing Workplace Responses to Domestic and Family Violence*. Australia.

INTIMATE PARTNER VIOLENCE AT WORK WHEEL

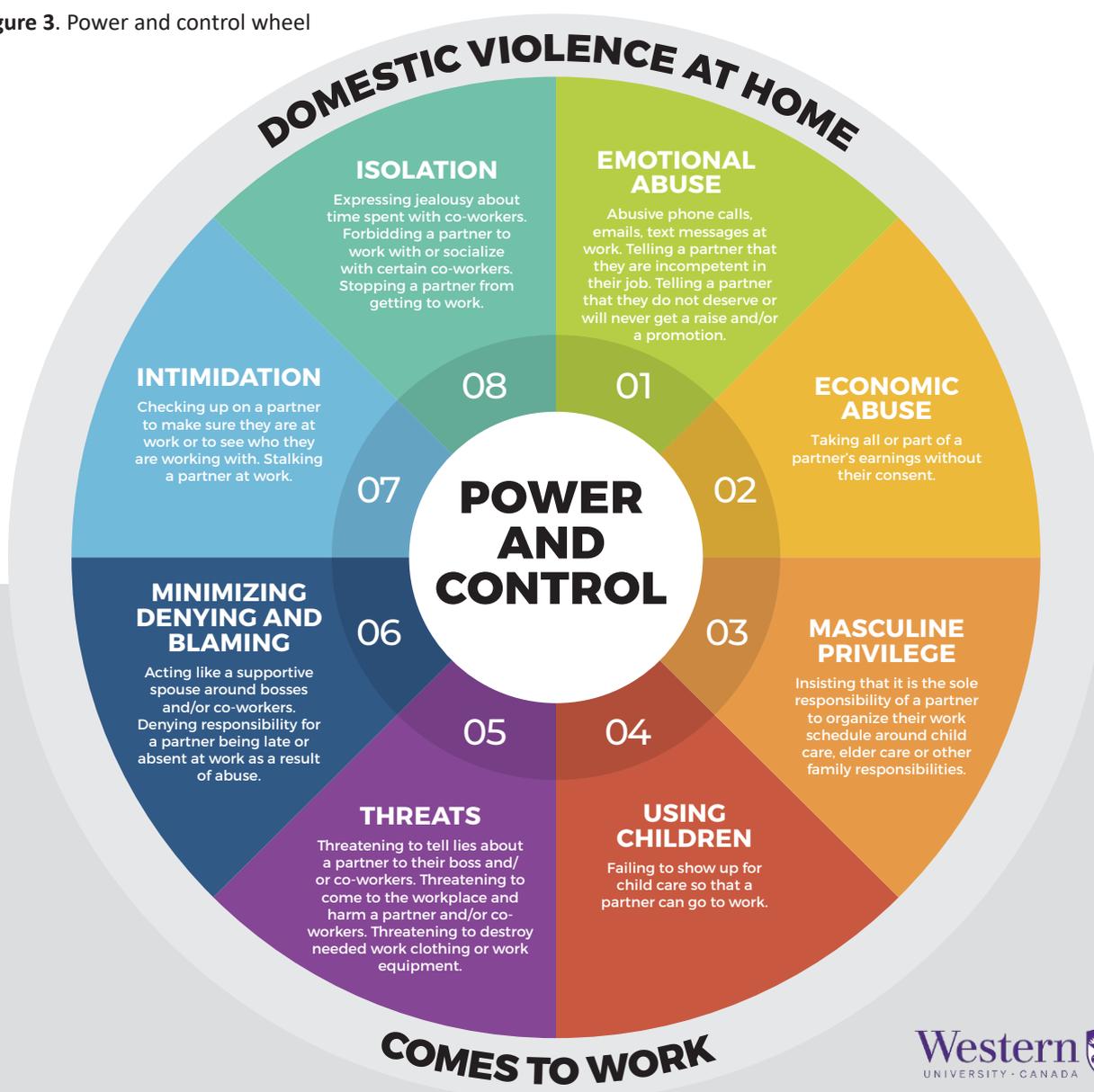
Intimate partner violence and abuse is a form of power and control. The power and control wheel demonstrates the ways in which controlling and abusive behaviours impact on the workplace and on a victims' capacity to work (figure 2).

It is also critical to understand the ways in which workplace processes can exacerbate a person's experience of violence.

For example, actions such as minimizing, denying and blaming may occur within the work environment, and might further undermine the survivor's confidence, self-worth or even foster the belief that the violence they are experiencing is justified.

All policies and programme to respond to violence against women must take a **survivor-centred approach** and strive to place the needs and wishes of survivors of violence at the centre of the response. A survivor-centred approach ensures that support is provided to respond to their multiple needs in an empowering and safe way, and that they are treated with dignity and respect.¹⁵

Figure 3. Power and control wheel



For more information see the report Can Work Be Safe When Home Isn't?

This version of the Power and Control wheel, is adapted with permission from the Domestic Abuse Intervention Project in Duluth, Minnesota, and futures without violence www.futureswithoutviolence.org

Note: This version of the power and control wheel, was adapted by the Centre for Research and Education on Violence Against Women and Children, Western University, Canada with permission from the Domestic Abuse Intervention Project in Duluth, Minnesota and Futures Without Violence.

Source: UN Women and ILO (2019), "Handbook: Addressing violence and harassment against women in the world of work".

15 More information: <http://www.endvawnow.org/en/articles/1499-survivor-centred-approach.html>

TAKING ACTION: A THREE-PART MODEL

Regardless of the size of the organization, employers play a crucial role in supporting employees experiencing violence. The three-part model of action demonstrates how the leadership mindset impacts workplace responses to intimate partner violence (figure 3). It also lists actions employers can take to get started or deepen their commitment to preventing and responding to intimate partner violence.

Figure 3. Male champions of change: Three-part model of action

IMPLEMENTING A WORKPLACE RESPONSE TO INTIMATE PARTNER VIOLENCE



THE LEVEL OUR ORGANISATION IS AT...

We start to understand how we can make a difference

We ensure our organisation and culture supports those impacted

We are recognised for working with our employees, customers and communities

...IS INFLUENCED BY OUR LEADERSHIP MINDSET...

I am uncertain about our role as an employee and where the boundaries are.

I accept intimate partner violence is a workplace issue that affects the safety and productivity of our workforce.

I expect my organisation to take an active role to address and reduce intimate partner violence.

...AND DRIVES THE ACTIONS WE TAKE...

- 1 Demonstrate leader commitment to gender equality
- 2 Ensure employees are safe at work
- 3 Enable access to referral pathways

- 1 Communicate intimate partner violence as a workplace issue
- 2 Communicate support available
- 3 Equip managers to implement policies
- 4 Provide additional paid leave to employees experiencing violence
- 5 Provide guidance on dealing with perpetrators via workplace policies

- 1 Regularly evaluate and improve support provided
- 2 Implement initiatives that reach out to customers, suppliers and community

...AND DETERMINES HOW OUR PEOPLE FEEL.

I am concerned about what might happen if I tell my manager what is going on at home.

I don't want to get involved. What if I do the wrong thing?

I know I can ask my workplace for help.

We have the policy and resources on this which will help me do the right thing.

I know that my organisation cares about ending intimate partner violence and will assist me.

I am proud to work for an organisation that takes a stand.



PROMISING PRACTICES: CASE STUDIES FROM ASIA AND THE PACIFIC



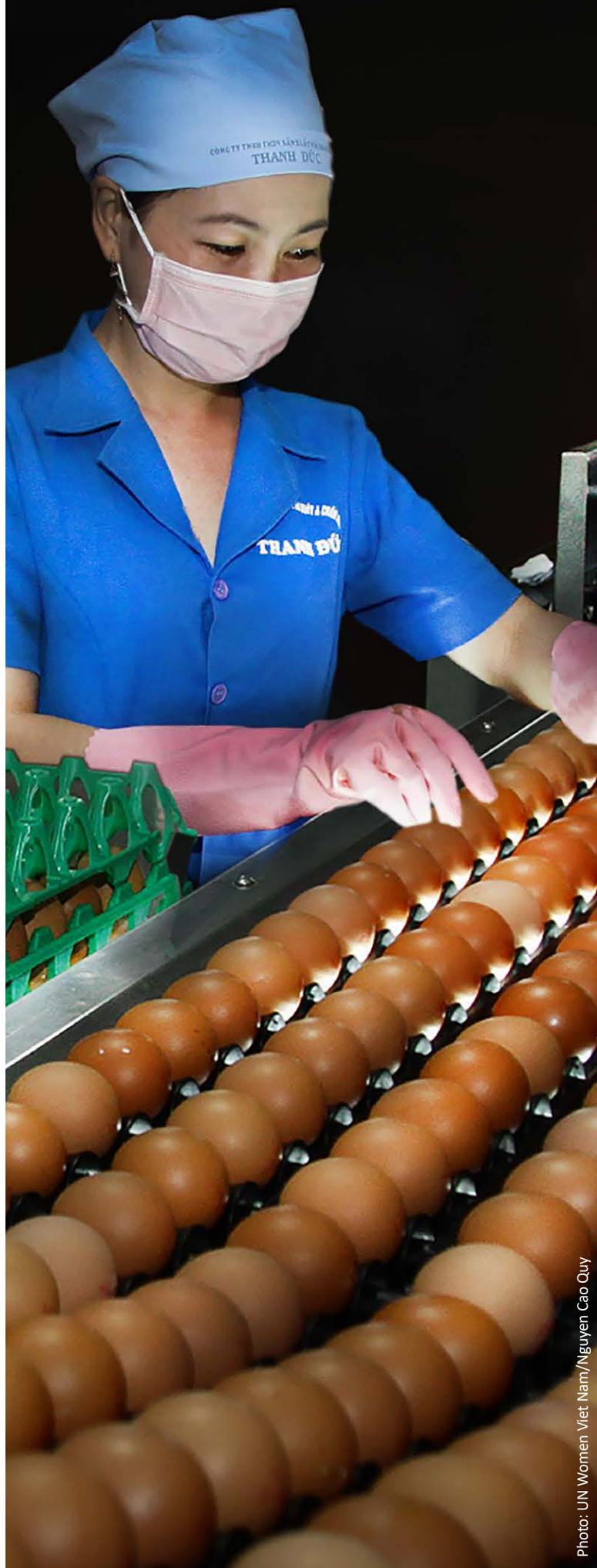
INTRODUCTION

This collection of case studies was designed to build understanding about the types of approaches that businesses and workplaces are taking to address intimate partner violence, recognizing that in many settings this is a new focus. The self-reported measures included here offer reflections about challenges and opportunities to take these approaches to the next level.

The featured organizations are a small sample of innovative and impactful work being done across the region and include non-governmental organizations, training or consulting partners, business coalitions which are supporting communities and members, as well as businesses directly responding to staff. They do not purport to have solved the issue of intimate partner violence in their workplaces, but they are actively taking steps to respond to and ultimately prevent violence from occurring. In sharing their stories, it is hoped that other business and workplace leaders will be inspired to take action.

While many organizations across Asia and the Pacific have realized the imperative and the business benefits of prioritizing gender equality, diversity and inclusion, it is clear that very few are directly addressing intimate partner violence as a workplace issue. More than 100 organizations were identified as having taken steps to advance gender equality and address violence against women in the workplace and were invited to share their experiences, however most elected not to provide a case study, stating they were just at the initial stages of developing a response.

By profiling promising practices from organizations across the region, UN Women invites business leaders to take actions to prevent and respond to intimate partner violence. Significant progress could be made if more business leaders committed to ending violence against women in Asia and the Pacific.



The following steps are a summary of the promising practices being implemented across the region and provide a road map for leaders to follow to ensure their staff are safe and supported when they experience intimate partner violence.



1. DEVELOP AN UNDERSTANDING OF INTIMATE PARTNER VIOLENCE AND HOW IT IMPACTS EMPLOYEES AND THE ORGANISATION

- Review guidance and resources about addressing domestic violence or intimate partner violence in workplace settings.
- Invite specialists such as national or local women's organisations that are addressing intimate partner violence to provide training and facilitate discussions with leadership, employees and task forces that will focus on this issue (such as Diversity and Inclusion groups).
- Become informed about the business benefits of responding to intimate partner violence, including reduced absenteeism and increased employee retention.
- Engage employees, through focus groups, to understand their awareness of intimate partner violence. Note that directly asking employees about their own experiences of intimate partner violence is **not** recommended for safety reasons (this must be only done by experts due to safety risks).



2. DEMONSTRATE LEADERSHIP COMMITMENT TO GENDER EQUALITY AND ENDING VIOLENCE AGAINST WOMEN

- Intimate partner violence is rooted in gender inequality. A clear and public commitment from organization leaders and senior managers on gender equality, intolerance of any form of violence against women and support for employees experiencing violence is fundamental to creating an effective workplace response to intimate partner violence.



3. DEDICATE APPROPRIATE FINANCIAL AND HUMAN RESOURCES

- Effective approaches to address violence against women and gender equality require dedicated budget and human resources, including staff time dedicated to develop approaches to respond to intimate partner violence.



4. ENSURE EMPLOYEES ARE SAFE AT WORK AND CAN ACCESS THE SUPPORT THEY NEED

- Understand local support services and referral pathways for those experiencing violence and make this information easily accessible to all staff through internal channels, such as intranets, noticeboards and other employee communications.
- Designate trusted and trained contact persons in the workplace, to enable survivors to confidentially disclose their situation and to seek help.



5. DESIGN AND IMPLEMENT A WORKPLACE RESPONSE TO INTIMATE PARTNER VIOLENCE

- Provide opportunities for employees to contribute to the design of the workplace response.
- Develop a comprehensive intimate partner violence support policy, highlighting how the organization will provide support to staff who experience violence. Consider leading practice by other organizations such as those featured in this report. Provisions outlined in ILO Convention No. 190, such as special paid leave, emergency financial support, flexible working time, and referrals to service providers should be considered in designing the policy.
- Train staff and managers to recognize signs of violence- in cooperation with specialists in intimate partner violence (if needed).
- Train employees to respond to disclosure of violence safely and sensitively, through accessible online and face to face training, including organization-specific information such as details of the policies and key contacts.
- Train all workers, supervisors and managers regularly on how to prevent and respond to violence against women and how to address wider gender inequalities and social norms.



6. RAISE AWARENESS AND SUPPORT COMMUNITY PREVENTION EFFORTS

- Consider aligning corporate social responsibility programmes with national and local women's organizations or prevention of violence programmes.
- Consider what your organization can contribute to customers and communities due to your specialization, products, markets and resources.



7. MONITOR AND EVALUATE THE IMPACT OF THE WORKPLACE RESPONSE

- Monitor the workplace response at least once annually, paying attention to how the policy is utilized and seek to understand employee comfort levels to disclose their experience of violence to colleagues.
- Consider the social value in addition to the economic value that a workplace response can bring.

CASE STUDY #1



ORGANISATION

Business Coalition for Women in Papua New Guinea

SECTOR

Business Support

COUNTRY/IES OF WORK

Papua New Guinea



Photo: Business Coalition for Women PNG

BACKGROUND

The Business Coalition for Women in Papua New Guinea (the Coalition) was established in 2014 by the business community to drive women's empowerment. The Coalition aims to support the private sector to recruit, retain, develop, and promote women – as employees, leaders, customers and business partners. Member organizations have access to relevant and practical tools, model policies, promising practices, case studies and other resources to engage female talent, promote opportunities for women's economic empowerment and career development. The Coalition identified intimate partner violence as a major barrier to women's full participation in the formal economy in Papua New Guinea and has focused on building a link from the moral imperative of ending violence against women to the business priorities of its member organizations. In 2016 the Coalition began encouraging members to develop workplace responses to intimate partner violence, including both policy development and training programmes for employees. The Coalition provides support to members in the form of policy guidance, implementation support, training and consulting services as well as an employers' legal guide (to understand legal obligations and options) and research on the cost of intimate partner violence (to assist in developing a business case for investing in prevention and response). Recognizing the need for referral pathways and acknowledging the importance of a well-resourced service sector, the Coalition supported case management services and referrals into the Bel isi safe house for women.¹⁶

“It's still early days but we have evidence to indicate that our workplaces are now safer for everyone (not just our female workforce) and much more supportive of any staff experiencing violence. National Catering Services employees are increasingly confident in disclosing violence and seeking support from our specially trained Family and Sexual Violence personnel. As a result we have managed to retain valuable staff at work we might otherwise have lost. Importantly too, National Catering Services is increasingly becoming known as an 'Employer of Choice' amongst Papua New Guinean women and we continue to receive valuable publicity both in Papua New Guinea and internationally for our Family and Sexual Violence work.”

– John Gethin-Jones, previous Managing Director, National Catering Services, Coalition member

¹⁶ Bel isi was established with help from the Government of Australia through the Department of Foreign Affairs and Trade (DFAT) and private companies as a public-private partnership to address violence against women. More information can be found at www.belisipng.org.pg/

The Coalition identified the core elements of a workplace response to intimate partner violence, aligned with the Papua New Guinea Family Protection Act, which all member organizations are encouraged to consider:

- Referral pathways to emergency accommodation providers, sexual violence units, legal aid and family support centres.
- Employee access to counselling, provided either by the company through an employee assistance programme or by local Papua New Guinea services.
- Support to work flexibly, including reasonable adjustments to work location and times with a focus on safety and access to child care.
- Information on how to develop a safety plan, including changing contact details, work location and security to and from work.
- Financial support to provide upfront payments or low interest loans for short-term emergency and crisis support, when an organization can afford it.
- Consideration of the literacy and accessibility requirements of employees across a range of geographies.

The Coalition advises businesses to monitor the uptake of policy provisions, including referrals made and leave taken, by tracking the use of the policy in a secure database with de-identified information to ensure confidentiality. Monitoring the use of the policy provides businesses with an ability to understand the effectiveness of the support and investment provided, and it provides an evidence base to continue to adjust and evolve the policy and support provisions they offer to employees.

The Coalition also designed training for members to aid in their understanding of gender equality and intimate partner violence. The training courses include:

1. **Family and sexual violence training** – a two-day training course for leaders and a selection of staff from security, human resources, training and management, based on the University of New South Wales' 'Safe at home, safe at work' programme and builds participant skills to recognize, respond and refer disclosures of intimate partner violence.
2. **'Gender Smart Safety' training** – a workplace safety training, tailored towards male dominated organizations that focuses on consultations and audits around women's safety in the workplace. The audit focuses on the physical, emotional and occupational safety of women. By conducting this audit and acting on the recommendations, the workplace becomes safer for all, which ultimately benefits the business by reducing costs and increasing safety for women and all employees.

COMMUNITY ENGAGEMENT

The Coalition supports members to participate in broader community events aimed at preventing violence against women, such as:

- Fundraising and awareness raising throughout the year, including related to the International Day for Elimination of Violence Against Women (25 November) and the 16 Days of Activism (25 November–10 December);
- Promoting business community partnerships;
- Running a family and sexual violence forum for members of the public and business community.

Encouraging member organizations to proactively engage and influence their customers and community through social media marketing and promotion, encouraging bystander training, making donations to service providers, attending networking and information sharing events, are important activities to increase community understanding of intimate partner violence and prevent violence before it starts.

WHAT WORKS?

Key factors for success of implementing intimate partner violence policies and training include:

- **Leadership buy-in** – having strong and supportive leadership is critical to the successful implementation of responses to intimate partner violence within a workplace
- **An understanding of intimate partner violence and how it impacts the workforce** – the Coalition facilitates briefings with the leaders of member organizations before commencing the development of policy or training to ensure a baseline understanding of the issue and the most effective ways to support employees
- **A clear business case** – outlining the value of investing in responses to intimate partner violence, including agreed outcomes and business imperatives, is essential to developing a holistic and impactful workplace response.

CHALLENGES

Throughout the development and provision of support to members addressing intimate partner violence, the Coalition faced four key challenges:

- **Disparity of organizational resources** – smaller organizations with fewer staff or limited budgets can find it difficult to invest in services and attend training. Flexibility and adaptation to the context is key for developing a response that suits each organization
- **Ongoing timeframes** – operationalizing the policy across vast locations with differing access, understanding and awareness takes time, which can be complex to navigate when organizations want quick and measurable results
- **Limitations of external services for survivors of violence** – critical resources, such as the Papua New Guinea national hotline for intimate partner violence ‘1-TOK Kaunselin Helpim Lain’, are only accessible between 9 a.m. and 5 p.m. Similarly, access to services and referral pathways, such as police or medical assistance, and access to safe houses, varies across locations.
- **Limitations of external services for perpetrators of violence** – limited options exist for external behaviour change programmes and referral pathways for perpetrators of violence.

NEXT STEPS

Over the next 12 months the Coalition will focus on:

- Ensuring policies of member organizations are accessible for all staff (considering education, literacy and logistical access requirements);
- Examining how members might encourage suppliers to do more to support women’s employment and safety;
- Supporting the Bel isi programme to partner with other organizations to develop readily available and interactive tools for leaders to engage with the topic of intimate partner violence and their workplace response (e.g. videos);
- Developing innovative ways to support smaller organizations with fewer staff and more limited budgets to have comprehensive workplace response to intimate partner violence;
- Considering the best way to address the role of perpetrators of violence by organizations. Under the Coalition’s current policy recommendations, perpetrators are not explicitly addressed beyond a recommendation to seek counselling support.



CASE STUDY #2



ORGANISATION

CARE International Papua New Guinea (CIPNG)

SECTOR

Development

COUNTRY/IES OF WORK

Papua New Guinea



BACKGROUND

CARE International Papua New Guinea (CIPNG) implements development and relief projects across the Highlands of Papua New Guinea, Morobe Province and the Autonomous Region of Bougainville. The work of CIPNG includes addressing gender-based violence and supporting women to increase their opportunities to earn an income, primarily in remote and rural areas. The specific focus on women's empowerment means they are acutely aware of the impact that endemic violence in Papua New Guinean communities has on workplaces and their employees, including their own.

The CIPNG workplace response to intimate partner violence is framed by a standalone intimate partner violence policy which was first developed in May 2013 and revised in November 2017.

“We wanted to demonstrate that violence is never acceptable and encourage people who had survived it to seek support and care. To do that we developed a policy to state clearly our position, especially around expectations and attitudes” – Justine McMahon, Country Director, CARE International Papua New Guinea

Staff are made aware of the policy and how to access the support available during induction and through regular training delivered across the year. The Leadership Team has received positive feedback on the support available with staff noting they are ‘proud’ of the policy. The provisions include:

- **Early intervention and awareness-raising strategies** – to avoid and minimize the occurrence of intimate partner violence, training on intimate partner violence, provision of intimate partner violence educational material and a list of service providers are made available to staff;
- **Counselling** – referral to counselling services, and where possible, a support plan template is provided for completion with a trained counsellor;
- **Transport and phone access** – provision of local transport and/or phone access for medical, legal and/or counselling services;
- **Leave** – provision of leave (dependent on need) to attend to legal, medical, counselling services,
- **Accommodation and child care – support with accommodation and child care can be arranged, as applicable;**
- **Financial support** – coverage of medical costs in accordance with employee health insurance and other discretionary financial support (especially for medical care or repatriation)
- **Accompaniment** – accompaniment to medical, legal or other support service is available, as required;
- **Additional confidential security measures** – assistance with relocation or additional security measures are also available under the policy.

“In regard to taking time off, we encourage people to try and break the cycle of violence. This could be as simple as acknowledging the violence, to going to the police, seeking legal intervention or moving away from the perpetrator.”

– Justine McMahon, Country Director, CARE International Papua New Guinea

The policy of CIPNG on intimate partner violence policy has been well received by staff. Since the policy’s revision in 2017, CIPNG has witnessed an increased uptake of support requests, including 12 reported cases of staff affected by intimate partner violence in the first six months of 2019. Of those, six people have made use of the provisions, including requesting temporary accommodation and time off to attend to legal or medical appointments.

Under the workplace response CIPNG provides training to staff as part of the compulsory gender equity and diversity training, run regularly for all employees. One full day is dedicated to intimate partner violence and it is an ongoing topic throughout the three-day broader training. The intimate partner violence component explores both physical violence as well as sexual, psychological and verbal abuse. For many participants it was their first time considering violence occurring through means other than physical harm. Feedback from male participants has indicated that they were challenged by the sessions and were prompted to shift their previous thinking about their role in ending violence as well as their own behaviours.

WHAT WORKS?

Key factors which have contributed to the overall impact of the CIPNG policy on intimate partner violence include:

- **Leadership engagement and sponsorship** – leaders are working to engender an environment of respect within the organization, which includes creating a safe space for colleagues to speak up if they experience violence.
- **Commit to ongoing awareness-raising and education** – increasing staff awareness and education on intimate partner violence through staff training, posters and messages around the office, as well as using all opportunities to discuss intimate partner violence is slowly establishing a culture of support and safety.

- **Establish a culture of zero tolerance across all aspects of the workplace** – ultimately aiming to create an environment where staff are comfortable to talk about intimate partner violence involves ensuring all parts of the organization promote zero tolerance. One example is that all CIPNG job advertisements note zero tolerance of intimate partner violence and is reiterated throughout the recruitment processes.
- **Dedicate appropriate resources** – intimate partner violence policies and strategies for workplaces which are not appropriately resourced are unlikely to be impactful. This can be challenging in remote and complex environments where external services are limited, but is central to supporting staff.
- **Highlight role models and advocates** – respected and trusted staff who have experienced violence (men and women) or even who have previously perpetrated and have changed make strong advocates and can encourage others to seek help or change their behaviour.
- **Make the policy known** – empowering employees to understand and be proud of their policy is a proven way to increase uptake of services provided under the intimate partner violence policy. CIPNG has particularly focused on reducing stigma and creating an environment where people are encouraged and feel safe to seek help by promoting the policy widely amongst staff.

CHALLENGES

- **Tension between local customs and culture against policy and workplace expectations** – reconciling policy and attitudes with generations of customs and behaviour is not a fast or easy thing to do, it is an ongoing mission requiring commitment and consistent evaluation of the approach.
- **Limited availability of counselling and support services** – a challenge for complex and remote environments, such as Papua New Guinea, is the lack of adequate availability of counselling and support services for both survivors and perpetrators.

NEXT STEPS

Over the next 12 months CIPNG will focus on:

- Investing in and implementing counselling and support services for both survivors and perpetrators across the organization, using local service providers.

CASE STUDY #3

**ORGANISATION**

Coffey International

SECTOR

International Development

COUNTRY/IES OF WORK

Papua New Guinea



Photo: UN Women/Marc Dozier

BACKGROUND

Coffey International (Coffey) is an international development organization that manages and implements programmes in partnership with governments and the private sector. In 2016, Coffey joined Tetra Tech, a leading provider of consulting, engineering, programme management, construction management, and technical services. Coffey is now part of a team of 16,000 people working in 400 locations across the globe – combining the resources of a global, multibillion-dollar company with Coffey’s reputation and deep expertise in the regions where they operate.

In Papua New Guinea, risks of violence at home and in the community has an impact on people from all social and cultural backgrounds. The Coffey Family and Sexual Violence (FSV) policy aims to address the impacts that intimate partner violence has on employees and the workplace. The policy provides strategies for addressing the impacts of intimate partner violence across both its offices and programmes in Papua New Guinea.

First introduced in 2012, the FSV policy is under the Health Safety and Security Policy, which aims to protect employees’ health, safety and security and links to Coffey’s Gender Equality Commitment Statement. The policy aims to provide support for employees who are experiencing intimate partner violence; develop a compassionate and non-judgemental workplace in which victims of intimate partner violence feel safe to seek support; guide responses to employees whose work-life is affected by intimate partner violence; and facilitate a safe workplace for all employees.

Coffey’s policy offers a range of support for victims of intimate partner violence, including:

- **Leave** – provision of leave on a case by case basis (differing in length and can be paid or unpaid depending on situation) to attend to medical/ counselling appointments or legal proceedings, for example.
- **Safety planning** – establishing a safety plan with the employee is crucial to enabling them to continue safely at work. Arranging an agreed method of communication for team leader/managers to confirm safety; alerting police if perpetrator enters or attempts to enter the workplace; providing escorts to and from their destination are all considerations in Coffey’s safety planning.
- **Changes in working arrangements** – temporary changes to employee’s work location or duties for a specific period; or changes to an employee’s contact details, as required.
- **Financial support** – financial support can be a lifeline for someone in a violent relationship. Salary advances; direct and upfront payment of medical costs to be recouped from employees’ health insurance or other agreed salary deduction measures are available under the policy.
- **Free counselling sessions** – counselling is available through Coffey’s employee assistance programme.
- **Access to mobile phone credit** – phones can be a lifeline for someone experiencing violence as it enables them to stay connected with family and friends or contact services. Mobile phones and/or credit can be provided as or if required.

- **Referrals** – assisting with contact and coordination of support available within Coffey and the community (e.g. counselling, emergency accommodation and welfare services).

In addition to the provisions set out in the FSV policy, Coffey appoints and trains FSV Support Officers in each of its Papua New Guinea offices. The role of a FSV Support Officer is to coordinate the workplace response to intimate partner violence. Staff can discuss their individual safety support needs with FSV Support Officers who can provide information on where to seek counselling and community support services and prepare support plans. Staff who wish to become FSV Support Officers are required to meet a set of criteria and gain the support of their manager before nominating for the role and undergoing training. The FSV Officer training covers the different forms of intimate partner violence and the cycle of violence, how to respond appropriately to disclosures, how to access support under the policy, available referral pathways and builds confidence for FSV Officers to raise awareness about intimate partner violence. There are currently five trained FSV Support Officers across the two office locations in Papua New Guinea.

CUSTOMER SUPPORT AND COMMUNITY ENGAGEMENT

Coffey works at the forefront of issues related to gender equity, disability and social inclusion in Papua New Guinea. Information on intimate partner violence, including how to access support under the policy, is communicated to all Coffey staff and staff of partner organizations who may receive services or funding from Coffey.

WHAT WORKS?

Key factors which have contributed to the overall impact of Coffey's FSV policy include:

- **Trained support staff** – having dedicated, trained and clearly identifiable support staff increases the comfort of staff to disclose when they are experiencing violence, and ensures that staff disclosing violence are supported in appropriate ways. Sharing the contact details of support staff within the organization on notice boards and sharing in other internal communications has helped to increase visibility.
- **Maintaining confidentiality** – confidentiality is crucial to ensuring staff feel safe to reach out for assistance.
- **Consistent reiteration and communication of support available** – is important for building trust with employees and increasing their confidence to disclose experiences of violence. Making the information readily available to all staff and reiterating the availability of support, increases staff trust in the policy and the organization.
- **Information sharing between organizations** – has been invaluable in ensuring that support under the policy is effective, and to open discussions about other areas which can be supported under the policy, or areas in which the policy can evolve.

CHALLENGES

- **Making the policy widely known** – work schedules that include frequent travel limit opportunities for attendance at regular meetings where general information is shared with staff. These work schedules can hinder the ability of staff who may be experiencing FSV issues to raise issues with a FSV Support Officer. Despite this, the policy and support is widely communicated, including on notice boards and the staff intranet.
- **Complex local context** – Coffey's work in Papua New Guinea exists within and can be limited by the broader structural, cultural and attitudinal factors towards intimate partner violence and cannot be addressed by individual organizations alone.
- **Lack of confidence in seeking support** – although FSV Support Officers are available in all Coffey Papua New Guinea offices, staff may still lack confidence in approaching FSV Support Officers. Coffey has found that it is important to remind staff that any disclosures will be kept confidential and there will be no discrimination or adverse action for any employee reaching out for support.

NEXT STEPS

Over the next 12 months Coffey will focus on:

- Considering the best metrics to track impact of the FSV policy. Currently data and feedback are not being collected cohesively, but in order to continue to improve the policy and available support, Coffey plans to review existing data and consider new methods, such as an anonymous staff survey.
- Continuing to monitor and assess the policy to ensure support provided is adequate and reflects legal, administrative or employment changes.
- Continuing to work with other organizations, such as the Papua New Guinea Business Coalition for Women, in reviewing and updating the FSV policy.

CASE STUDY #4



ORGANISATION

Commonwealth Bank

SECTOR

Banking

COUNTRY/IES OF WORK

Australia



BACKGROUND

Commonwealth Bank is the leading provider of integrated financial services in Australia and committed to improving the financial wellbeing of their customers and community. In 2015, Commonwealth Bank developed a comprehensive strategy, driven by leadership, outlining its response to domestic and family violence. The Bank engaged experts from a range of community organizations, government agencies and frontline support bodies to inform the strategy and their feedback was clear – corporate Australia needs to focus on how it can contribute to the prevention of domestic and family violence and how each company can use its unique skills and expertise to be part of a truly community-wide response to the issue. It quickly became clear that a holistic approach was essential.

As one of the largest employers in Australia with over 40,000 employees, Commonwealth Bank recognized that like other large organizations, it has perpetrators, survivors and bystanders among its people. Commonwealth Bank's domestic and family violence policy includes:

- **Leave** – provision of unlimited paid leave for employees living in a domestic violence situation and five days for those caring for family members who are experiencing domestic violence.
- **Counselling** – access to Employee Assistance Programme, MyCoach, is available 24 hours a day, seven days a week. Commonwealth Bank has ensured that counsellors have specialist domestic and family violence training.
- **Domestic Violence First Response Guide** – materials to assist human resources coaches and guide managers to support employees who have disclosed they are experiencing violence have been developed.

- **Training** – an intensive training module was developed with expert advice from the University of New South Wales Gendered Violence Research Network. The training has been delivered to over 600 employees, including employees in specialist areas, such as Financial Assistance Solutions and Group Customer Relations, to extend the awareness to customer identification and support. In addition to this specialized training, Commonwealth Bank also developed a domestic and family violence online awareness module, which is available to all employees.

CUSTOMER SUPPORT AND COMMUNITY ENGAGEMENT

Commonwealth Bank engaged Our Watch, the leading organization in Australia on preventing violence against women, to conduct a review of its award-winning Start Smart financial literacy programme to ensure it was supporting financial independence and security for young women. The Bank is the first financial institution to apply the 'Change the Story Framework to Prevent Violence against Women' to its financial education programme. All recommendations of the review were adopted and have now been incorporated into the curriculum that is rolled out to over half a million children across the country each year.

“Many Australians know domestic and family violence is an urgent issue but far fewer are aware of how closely it is linked to financial abuse. Disturbingly, research tells us that financial abuse is prevalent in domestic and family violence situations up to 90 per cent of the time. The impact of this is not only devastating for the individual but also for the wider community. As Australia’s largest bank, we are committed to improving the financial well-being of all Australians, including the most vulnerable. That’s why we are investing in and working closely with organizations that specialize in domestic and family violence to better understand the issue and demonstrate how we can best support people in vulnerable circumstances when they need us most.”

– Matt Comyn, CEO, Commonwealth Bank of Australia

After more than a year of research and discussions with many internal and external stakeholders, in 2017 Commonwealth Bank piloted a domestic and family violence emergency assistance package. The package was developed by a team within Commonwealth Bank to provide customers and employees with expert counselling and financial support to ensure their immediate safety and to assist those looking to leave a violent situation. After a review of the pilot, in October 2018, a specialist team was established to assist customers impacted by domestic and family violence by providing tailored solutions for their financial needs. This includes establishing secure bank accounts, providing support to relocate or re-establish, putting in place arrangements to manage debt, or referring to community partners to help people get a job when they are ready. Over three years, Commonwealth Bank has supported more than 6,000 customers and their families experiencing violence.

Over the past five years, Commonwealth Bank committed AUD \$25 million to helping people experiencing intimate partner violence. In 2019, it committed a further AUD \$5 million to help those affected by financial abuse in the context of intimate partner violence (domestic and financial abuse) achieve long-term financial independence.

The AUD \$5 million investment supports organizations, including (but not limited to) Domestic Violence New South Wales (DVNSW), Financial Counselling Australia, and Women’s Information and Referral Exchange (WIRE), who deliver much needed support to people impacted by intimate partner violence; Social Ventures Australia, a not-for-profit organization that works with partners to alleviate disadvantage; as well as institutions like the University of New South Wales Gendered Violence Research Network who contribute to the academic research, evidence and understanding of the issue. In addition, Commonwealth Bank launched a dedicated workspace in Melbourne where the bank partnered with a range of leading community organizations, academics, survivors and advocates over 14 weeks to design new models for sustainable financial support for Australians in vulnerable circumstances.

Commonwealth Bank understands there is more to be done to highlight the issue of domestic and financial abuse. More broadly, it will continue to contribute to and elevate the national discussion by increasing education and awareness of intimate partner violence and the underlying issue of financial abuse.

Commonwealth Bank is also committed to publicly advocating for change and being part of the international and national discussion about the issue. It has been an active participant in the UNiTE campaign of the United Nations Secretary-General for a number of years, has participated in business roundtables on domestic violence and regularly contributes to the public discussion about the economic security of women.

WHAT WORKS?

Key factors which have contributed to the overall impact of Commonwealth Bank's policy and customer support include:

- **Leadership commitment and support – leadership commitment** has been instrumental in getting started, and in continuing to expand the workplace support offered. Leaders role modelling zero tolerance to violence also play a crucial role in building support for the response among employees.
- **Rely on experts** – by acknowledging that you are not an expert and seeking out the advice and support of those who are, responses are more holistic. Building relationships with service providers and seeking their guidance on how to maximize support while not unintentionally doing harm, leads to better outcomes for all.
- **Build business case and understanding of intimate partner violence as a workplace issue** – developing a clear business case for both how and why intimate partner violence is a workplace issue is essential for increasing support for the workplace response. Commonwealth Bank's extensive Diversity and Inclusion and gender equality work built a solid foundation for addressing intimate partner violence.
- **Consider organizational sphere of influence – each organization has a unique sphere of influence. A holistic response to intimate partner violence** considers and seeks to understand the unique impact you can have, not only on the workforce but also on customers and the broader community. Commonwealth Bank, for example, utilizes its specialist financial knowledge to help educate about and address financial abuse for customers.

CHALLENGES

- **Ensuring best intentions to do no harm** – supporting their people to respond empathetically, but also to refer the person experiencing violence to specialist services and providers to ensure they receive the appropriate support required.

NEXT STEPS

Over the next 12 months Commonwealth Bank will focus on:

- Implementing its Domestic and Financial Abuse strategy, with an emphasis on responses that support its people, customers and the broader community affected by domestic and financial abuse.
- Continuing to work with community organizations and expert partners to deepen its initiatives.
- Considering the best way to address perpetrators within the workforce including developing clear minimum standards.
- Continuing to train key people in first response.



CASE STUDY #5



ORGANISATION

International Finance Corporation – a member of the World Bank Group

SECTOR

Private sector – International Development

COUNTRY/IES OF WORK

Global (with a focus on Fiji, Papua New Guinea, Solomon Islands) International Finance Corporation



Photo: UN Women/Lisa Kingsbury

BACKGROUND

The International Finance Corporation, (IFC), the largest global development institution focused on the private sector in developing countries, plays a key role in addressing gender-based violence, especially in places where it is needed most. In Fiji, Papua New Guinea and Solomon Islands, where violence against women is twice the global average, IFC has created novel programmes to address the impact of domestic and sexual violence in workplaces. This is part of the broader work of IFC to support people, businesses and economies to boost gender equality. IFC's work in the Pacific is made possible by three partnerships – the Australia-Fiji Partnership and the Papua New Guinea Partnership, supported by Australia and New Zealand. Both countries also support IFC's gender work in other Pacific states under the Pacific Partnerships.

APPROACH

IFC's gender programme in the Pacific works to reduce employment gaps between men and women and to increase business performances by identifying key barriers that women face and by developing practices that benefit both employees and the businesses. IFC has been working with the private sector in the Pacific region since 2014 to address domestic and sexual violence as a workplace issue in several ways.

Building the business case for workplace response to domestic and sexual violence

In Fiji, IFC identified the impacts of domestic and sexual violence on employees and employers.

For the three companies included in the study, the high rates of domestic and sexual violence translate into lost staff time and reduced productivity equivalent to almost 10 days of lost work per employee each year.¹⁸

In Solomon Islands, IFC surveyed more than 1,200 employees from nine companies on the topic: How problems at home affect employees at work.¹⁹ Employees in Solomon Islands lose more than two working weeks a year because of domestic and sexual violence, with one in three employees experiencing violence in the past 12 months. The study shows much lower levels of acceptance of violence today, compared to previous studies, which suggests that workplace responses to domestic and sexual violence can reduce the acceptance of violence.

Workplace responses have also helped to raise awareness of the consequences of violence and the availability of support, while promoting the message that violence against women, men and children is never acceptable.²⁰ An animated video²¹ was produced to present the business case for addressing domestic violence in the workplace.

17 Pacific Women Shaping Development, "Ending Violence Against Women" (accessed on 20 September 2019).

18 IFC (2019), "The Business Case for Workplace Responses to Domestic and Sexual Violence in Fiji".

19 IFC (2019), "The Impact of Domestic and Sexual Violence on the Workplace in Solomon Islands".

20 IFC, "IFC's work on gender in East Asia and the Pacific" (accessed 20 September 2019).

21 See www.youtube.com/watch?v=DNNet95o8zmE

“Domestic violence is a big contributing factor to absenteeism in a company. Violence is affecting the family and, at the same time, has a direct effect on business operations and turnout.”

– Suzy Aquino Plant Operations Manager, SolTuna (a participating company in Solomon Islands)

“Domestic violence takes a toll on people’s lives, both at home and at work.”

– Manasseh Taloafiri, Human Resources Manager, National Provident Fund Solomon Islands (a participating company in Solomon Islands)

Source: IFC (2019), “The Impact of Domestic and Sexual Violence on the Workplace in Solomon Islands”.

Developing policy guidance to better equip businesses to address the issues

IFC has developed culturally appropriate, business-focused, gender-sensitive workplace responses to domestic and sexual violence in Papua New Guinea and Solomon Islands, with plans for similar responses in Fiji. The guidance includes a variety of provisions for staff affected by violence, including:

- **Referral services** – providing information to employees about support in the community;
- **Leave** – allowing employees to attend to matters related to domestic and sexual violence—for example to get medical or legal assistance;
- **Safety planning** – ensuring employees feel safe in the workplace through reasonable adjustments to their role, roster, or location;
- **Perpetrator policy** – managing employees accused of perpetrating domestic or sexual violence;
- **Confidentiality and non-discrimination provisions** – ensuring that employees feel safe to disclose violence at work.

Supporting workplace responses through workshops and training

IFC has facilitated workshops and training with the private sector in Papua New Guinea with the Business Coalition for Women and in Solomon Islands with the Solomon Islands Chamber of Commerce and Industry.

The programme will support participants across the Pacific region to provide businesses with training on:

- The business case for gender equality and social inclusion;
- Respectful workplaces to address workplace bullying and sexual harassment;
- Workplace responses to employees experiencing domestic and sexual violence;
- Preventing sexual exploitation and abuse connected to the workplace.

Engaging the community to provide support to those experiencing violence

IFC facilitates private sector engagement with organizations that provide domestic and sexual violence services, such as emergency accommodation, counselling and other support to:

- Raise awareness among employees about domestic and sexual violence;
- Understand better the strengths and challenges employees may face in accessing services;
- Support the service sector and the communities in which the businesses are operating through fundraising, engagement and awareness raising.

Monitoring and evaluating to determine the impact of the programme and the next steps

IFC has supported businesses in Papua New Guinea and Solomon Islands to monitor their workplace responses to domestic and sexual violence.

WHAT WORKS?

So far, IFC has worked with over 18 businesses in Papua New Guinea and Solomon Islands to create workplace responses to domestic and sexual violence. These businesses are already reporting results including more employees disclosing violence and seeking help, increased employee well-being and decreased absenteeism.

“Employees affected by violence would say that they had a family problem or not say anything at all. They would be absent and we would not know why. But things started to change since we began developing a policy on domestic violence. Even the survey we did to understand where we stand led to two people coming out and seeking our support.”

— Janet Inito, Human Resources Manager, Hatanga Construction, Solomon Islands²²

Businesses are also reporting changes in employees’ attitudes and behaviour, including improving gender norms in relation to the role of women and men at work and at home and decreasing acceptance of violence.

Key factors that have contributed to the overall impact of IFC’s domestic and sexual violence work include:

- **Creating safe and respectful workplaces** – by addressing bullying and harassment;
- **Involving women and men** – by acknowledging that men can experience domestic and sexual violence too;
- **Service providers alignment** – by facilitating private sector engagement with service providers to strengthen responses as part of a ‘whole of community’ response;
- **Adequate preparation and training** – by having policies and procedures in place, and trained first responders who are be equipped to handle disclosures of domestic and sexual violence and understand the boundaries of their role, in a survivor-centred approach.²³

NEXT STEPS

Over the next 12 months IFC will focus on:

- Developing an accredited *train-the-trainer* programme on how to respond to gender-based violence at workplaces;
- Sharing lessons learned with the private sector globally through their partnership with the Business Fights Poverty Challenge which includes a focus on deepening business understanding of gender-based violence, and exploring what more they can do, based on practical case studies and evidence;
- Developing policy guidance and launching a learning series in Fiji;
- Conducting an end-line survey to assess the impact of the work in Solomon Islands in 2020.

²² IFC (2019), “The Impact of Domestic and Sexual Violence on the Workplace in Solomon Islands”.

²³ A survivor-centred approach places the needs and wishes of people who experience violence at the centre of the response. It ensures that support is provided to respond to their multiple needs in an empowering and safe way, and that they are treated with dignity and respect.

CASE STUDY #6



ORGANISATION

National Alliance of Teachers and Office Workers (NATOW)

SECTOR

Union

COUNTRY/IES OF WORK

Philippines



Photos: NATOW

BACKGROUND

The National Alliance of Teachers and Office Workers (NATOW) is a union which seeks to improve the quality of schools at all levels, and improve the benefits and working conditions of its members. Through education, negotiation, representation, mobilization, and legal processes, NATOW aims to promote better quality and condition of life to every education worker and to all stakeholders in education. It currently has 37,000 members.

NATOW works to uplift the living conditions of teachers and office workers and promote the dignity of work; equip members with training; establish solidarity among teachers and education workers through organizing unions in the private sector; and create a harmonious working environment by bridging the gap between the employer and employees through negotiations. An emerging area of focus is developing responses to intimate partner violence experienced by its members.

In 2009, the Philippine parliament introduced the Magna Carta of Women which establishes the pledge of the Government of the Philippines towards the Convention on the Elimination of All Forms of Discrimination against Women's (CEDAW) and sets out a commitment to end all forms of violence against women, including women experiencing intimate partner violence.²⁴

Since the introduction of the Magna Carta of Women, NATOW has increased the awareness of intimate partner violence among its members by incorporating discussion about intimate partner violence into forums, and hosting question and answer sessions with members.

Following an International Trade Union Confederation – Asia Pacific affiliates survey in 2016, NATOW was encouraged to increase its response to intimate partner violence. The survey revealed that member teachers were experiencing high levels of intimate partner violence, and that the education sector had some of the highest rates of incidence across a range of industries. In response to this, NATOW has commenced collecting data on both the incidence of intimate partner violence amongst its members and the referrals made to service providers. NATOW expects to have at least 100 responses to its survey on the incidence of violence and harassment and related questions among its members and associated organizations by the end of 2019.

²⁴ Section 30. *Women in Especially Difficult Circumstances.* – For purposes of this Act, “Women in Especially Difficult Circumstances” (WEDC) shall refer to victims and survivors of sexual and physical abuse, illegal recruitment, prostitution, trafficking, armed conflict, women in detention, victims and survivors of rape and incest, and such other related circumstances which have incapacitated them functionally. Local government units are therefore mandated to deliver the necessary services and interventions to WEDC under their respective jurisdictions.

Section 31. *Services and Interventions.* – WEDC shall be provided with services and interventions as necessary such as, but not limited to, the following: (a) Temporary and protective custody; (b) Medical and dental services; (c) Psychological evaluation; (d) Counselling; (e) Psychiatric evaluation; (f) Legal services; (g) Productivity skills capability building; (h) Livelihood assistance; (i) Job placement; (j) Financial assistance; and (k) Transportation assistance.

In addition, NATOW is working with school administrations on broadening employer participation in responding to intimate partner violence experienced by teachers and other staff. This includes:

1. Understanding what existing mechanisms are in place that could be used for addressing intimate partner violence;
2. Preparing a manual for workplace intervention covering:
 - How to respond to a disclosure of violence;
 - Information on services for referral, including psychosocial support;
 - Information on legal services and protections, such as how to access a barangay protection order.²⁵

CUSTOMER SUPPORT AND COMMUNITY ENGAGEMENT

Importantly, NATOW are witnessing a change in conversation and behaviour amongst members thanks to an increased awareness of intimate partner violence. Violence is being tolerated less by these groups, and members are increasingly standing up for their rights, and the rights of others. In a recent orientation session, a trade union leader realized that what she had experienced was intimate partner violence. The sessions empowered her to understand what support is available and help others to speak out.

Increased awareness and interest in NATOW programmes on women have led to the development of women's committees in the local unions, who institutionalize programmes for the protection of women. The women's committees monitor and evaluate programmes. They provide a "complaint desk" where affected persons can seek help and they implement programmes that are both reactive, using existing procedures to address real-time cases, and proactive to prevent violence against and harassment of women.

WHAT WORKS?

The factors which have contributed to the overall impact of the NATOW response to intimate partner violence include:

- **Advocates and role models** – raising awareness of intimate partner violence can be most impactful through sharing testimonies, and examples of how both survivors and responders have approached disclosures.

- **Communication** – teachers are excellent communicators and as a result have been effective in sharing resources and raising awareness among themselves, as well as to NATOW.
- **Strong business case** – NATOW has successfully converted discussion of intimate partner violence into a labour issue, asserting a response to intimate partner violence as core to employee rights and highlighted that existing grievance processes can also be utilized to support survivors of intimate partner violence.

CHALLENGES

Some of the key challenges NATOW have faced in their response to intimate partner violence programmes include:

- **Overcoming the stigma** – many people who experience violence are afraid to speak up or share their stories, often because of the stigma attached to intimate partner violence or the perceived consequences it might have for them, personally and/or professionally.
- **Education about the law and rights** – it can never be assumed that members know the law and how it can be implemented, fully educating members on their rights under the law is a crucial step in responding to and preventing violence.
- **Pace of change** – it can be challenging to remain focused and justify support measures when societal challenges like intimate partner violence take time and investment to overcome.
- **Building confidence in confidentiality** – confidentiality is paramount to a safe disclosure, and a real or perceived lack of confidentiality can be a barrier to a person experiencing intimate partner violence reaching out for support.

NEXT STEPS

Over the next 12 months NATOW will focus on:

- Collecting data on the incidence of intimate partner violence and responses made, including referrals to service providers;
- Expanding orientation on intimate partner violence to its non-Metro Manila branches;
- Expanding intimate partner violence work to other teacher organizations;
- Reviewing the other Magna Carta for Women provisions and incorporating them into its advocacy work.

²⁵ A barangay protection order is issued by the Punong Barangay (the highest elected official in a barangay, the smallest level of administrative divisions of the Philippines) ordering an offender to desist from committing or threatening physical harm. It is effective for 15 days and is not extendable.

CASE STUDY #7



ORGANISATION

National Rugby League (NRL)

SECTOR

Sporting

COUNTRY/IES OF WORK

Australia, Fiji, Papua New Guinea, Samoa, Tonga



Photo: NRL

Sport is a central and influential part of many communities, and can influence ideas about gender roles and respect. As such, sport settings present a unique opportunity to engage young people, men and boys in particular, in conversations about gender equality, respectful relationships, and the prevention of violence against women. Similarly, profiling athletes and sporting stars sharing messages about preventing violence against women can reinforce positive perceptions of respectful relationships, and influence behaviour change.

BACKGROUND

The National Rugby League (NRL) is a sport and entertainment business focused on uniting communities and inspiring positive social change through sport. Based in Australia with offices and programmes running across Papua New Guinea, Samoa, Fiji and Tonga, the NRL employs approximately 500 staff in Australia and 50 across the Pacific.

In 2014 the NRL reviewed its community engagement programmes, focusing on where they could have the most strategic impact. An extensive consultation process identified prevention of intimate partner violence as a top priority. As Rugby League is the national sport in Papua New Guinea and considering the endemically high levels of gender-based violence – 68 per cent of Papua New Guinean women experience sexual and/or physical violence from an intimate partner²⁶ – the NRL recognized its unique ability to affect real change, both on the community scale and within its own employee base.

The NRL grassroots programme ‘Voice Against Violence’ was first piloted in 2016 in Australia and implemented in Papua New Guinea shortly after.

The programme was designed with the support of expert partners in services for intimate partner violence: Our Watch, White Ribbon and Rape and Domestic Violence Services.

It aims to use the game’s reach, profile, clubs and players to assist the NRL community to stand up and acknowledge that intimate partner violence exists and to speak out against it. ‘Voice Against Violence’ focuses on attitude and behaviour change, fostering role models and promoting prevention by addressing the drivers of intimate partner violence, in particular gender inequality.

‘Voice Against Violence’ is targeted at players and members of rugby league clubs across the country – from the grassroots clubs right up to the elite national team.

²⁶ WHO (2013), London School of Hygiene and Tropical Medicine and South African Medical Research Council, *Global and regional estimates of violence against women: Prevalence and health effects of intimate partner violence and non-partner sexual violence*, pp. 16 and 20.

Core elements of the programme in Papua New Guinea have been translated into Tok Pisin (or Pigeon) – the national language – and the content focuses on awareness raising, training and commitments to take action. **An annual impact report is undertaken and in 2018 found for every \$1 invested in the ‘Voice Against Violence programme’, \$4.09 of social value²⁷ was created across the Australian and Pacific programmes. This is compelling evidence that investing in the prevention of violence against women is not only a social good, but makes economic sense.**

Recently the achievements, challenges and emerging outcomes from the ‘Voice Against Violence’ programme in Papua New Guinea were assessed (utilizing surveys pre and post training). The analysis found that the workshops promoted positive educational outcomes and changes in behaviour toward both gender equality and intimate partner violence. 87 per cent of participants increased their understanding of how violence can be prevented and 82 per cent had enhanced awareness of how to access support and resources as a result of the programme.

The programme sees current and former NRL and NRL Women’s players facilitate the intimate partner violence awareness training sessions with local Papua New Guinea teams. The interactive sessions start on the field and weave messages and statistics about intimate partner violence into training exercises, such as passing and defensive drills. Discussions may include the challenge or lack of communication, the role of bystanders and the effects on the productivity of the team. Then the group moves into the club house to explore the reality of intimate partner violence and commit to individual and club actions. These actions include calling out sexist language and behaviour, or committing to registering teammates for counselling or behaviour change programmes, for example. The NRL regularly monitors progress on the actions and commitments, through surveys and external reviews.

“The boys when doing their presentation on the activities of what they have learned outside on the footy field, they presented really well. They explain how communication contributes to better relations with each other and even their partners. They know that if they contribute to reduce violence that they are making the society they live in a safer place for their women and children, especially daughters, to live in.”

– NRL staff member, Papua New Guinea

In addition to its community prevention work, the NRL has an internal domestic violence policy for all staff, which includes:

- **Counselling** – the NRL has an employee assistance programme for all employees which is a phone-based counselling service staffed by trained counsellors and psychologists. This is recommended as the first point of professional counselling support.
- **Leave** – provision of 10 days paid leave to staff affected by intimate partner violence and is recorded as special leave in the payroll system to ensure confidentiality.
- **Flexible work** – flexible working arrangements are available for staff requiring increased flexibility while managing instances of intimate partner violence. This includes mobile access, and different or varying working hours for example.
- **Safety and Security** – people managers have templates and can support staff to develop work safety plans to address their unique situation, such as a change of working location and remote access to work, as required.
- **Training** – external expert partner Rape and Domestic Violence Services delivers training to recognize, respond and refer intimate partner violence disclosures and all managers in Australia are required to participate. The content addresses both people experiencing and using violence, and provides information on local support services.
- **Financial support** – the policy does not specify financial support for people affected by intimate partner violence, but such supports are managed case by case on a discretionary basis.

²⁷ Social value is the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure social value from the perspective of those affected by an organization’s work. Examples of social value might be the value of increasing confidence, or of living next to a community park. These things are important, but they are not commonly expressed or measured in the same way that financial value is. See <http://www.socialvalueuk.org/what-is-social-value/>

In 2019, the NRL introduced a new policy to handle potential perpetrators of violence and other serious crimes called the “No Fault Stand Down” rule.²⁸ Under the new policy a player charged with a serious offence (one which carries a jail term of 11 years or more) is banned from playing until the completion of the case. Pending the outcome of the criminal trial, the NRL can then determine whether further action is required. It is important to note that the policy is not a judgement on a player’s guilt, but sets minimum behaviour standards for players to meet in order to play. Players who have been stood down under the policy can still participate in training and access welfare support. There is also scope within the policy for the NRL CEO to exercise discretion in standing down players facing charges with lesser jail sentences, especially where the charge relates to violence against a woman or child. The “No Fault Stand Down” rule has been applied three times to date in 2019.

“This is not about being popular, this is about sending a clear message that the game does not tolerate violence against women or children... This is about a standard that is expected.”

– Peter Beattie, Australian Rugby League Commission Chairman

COMMUNITY ENGAGEMENT

The NRL in Australia and Papua New Guinea works closely with their expert partners to raise awareness in the community, and support fundraising activities and engagement events. This includes celebrating international and national campaign dates throughout each year, including International Day for the Elimination of Violence against Women (25 November) and White Ribbon Day (the last Friday before 25 November). In Papua New Guinea the NRL has also partnered with the Family and Sexual Violence Action Committee and Consultative Implementation and Monitoring Council (CIMC) on community awareness initiatives and for psychosocial support.

“A young man from Enga Mioks got up and said when we go back to our homes after the season is over, ‘everyone looks at us and says hey this an Enga Mioks player’ which means it is very important the way we conduct our self in the society, we need to be a leader in the society to lead people in the good direction by being role models.”

– NRL staff member,
Papua New Guinea

WHAT WORKS?

Key factors which have contributed to the overall impact of the NRL programme include:

- **Consider cultural context** – working across countries with different historical, religious and legislative expectations about intimate partner violence requires planning and research to ensure that messaging is meaningful and solutions align with cultural norms.
- **Prepare for backlash and have mitigation strategies in place**²⁹ – being prepared for and sufficiently resilient to overcome set-backs and develop long term plans was key to the success of the Papua New Guinea ‘Voice Against Violence’ programme. This included ensuring staff were equipped with information to respond to questions and concerns as well as ensuring all communication was clear.
- **Understand the organization’s sphere of influence** – each organization or sector has a different opportunity to have an impact. Understanding the sphere of influence and the unique ability to achieve tangible outcomes is powerful. Sport settings are an approachable means to engage boys and young men in conversations about gender equality and respectful relationships. The structure of the NRL allows for grassroots behavioural change of audiences who may not usually engage, through engagement with local clubs as well larger scale national conversations leveraging the influence of elite player advocates.

²⁸ See <https://www.nrl.com/news/2019/08/22/no-faultstanddown-rule/>

²⁹ See <https://workplace.ourwatch.org.au/resource/practice-guidance-dealing-with-backlash/> for strategies to deal with backlash.

- **Actively seek out best practices** – external advisors and service providers hold expert knowledge on responses to intimate partner violence. The holistic approach of NRL was heavily influenced by guidance provided by expert partners, including Our Watch and Rape and Domestic Violence Services.

CHALLENGES

- **How to respond to perpetrators** – relevant to all organizations, the NRL continues to be challenged by how to respond to perpetrators of violence within their workforce. This is particularly heightened by the high-profile of some perpetrators, which challenges the credibility of the NRL on addressing intimate partner violence. Selecting ambassadors for the cause can be powerful but must be done with careful consideration, due diligence and clarity of expectations.
- **Understanding differing local contexts** – working in new environments with different cultures requires time to understand the local context. Without this, it will be difficult to affect sustainable change. Investing in people engagement, behaviour change and capability building at staff and community levels will reduce backlash and ensure consistency of positive behaviours.

NEXT STEPS

Over the next 12 months the NRL will focus on:

- Expanding the work in Papua New Guinea with a partnership with the Australian Department of Foreign Affairs and Trade (DFAT);
- Implementing the ‘Voice Against Violence’ programme in Tonga;
- Planning for the expansion of ‘Voice Against Violence’ to Samoa;
- Delivering the ‘Voice Against Violence’ programme in areas of Australia with high rates of intimate partner violence.



CASE STUDY #8



ORGANISATION

Newcrest Mining Limited

SECTOR

Resources and Mining

COUNTRY/IES OF WORK

Papua New Guinea



Photo: Newcrest Mining Limited

BACKGROUND

Newcrest is one of the world's largest gold mining companies. Working to maintain a safe environment for its people, Newcrest is committed to conducting activities ethically and transparently. In 2017, Newcrest joined the International Council on Mining and Metals – an international organization dedicated to a safe, fair and sustainable mining and metals industry.

Newcrest's efforts to tackle intimate partner violence originated in the Lihir mine in Papua New Guinea. After observing employees (especially women) presenting with violence-related injuries, as well as unexplained incidents presenting safety issues caused by distractions and fatigue, leadership made the connection between the impact of violence on business and personal relationships and identified ways to address both. In 2014 Newcrest developed a unique mine site programme in Lihir called 'Trupla Man Trupla Meri' (TMTM) to respond to the link between a safe and happy home, and safety and productivity at work. TMTM is based on the idea that safety starts within a person, and if someone is not happy, respected and safe at home, they become a risk to themselves and others at work. The programme complements Newcrest's safety programme 'NewSafe', which includes exercise and nutrition programmes, as well as counselling services available to all staff.

"When I arrived at Lihir in 2014, getting to know the country, the site, and the hospital managed by Newcrest, I got to see the level of violence present every day, particularly women presenting with horrendous abuse-related injuries.

In parallel to this, becoming acquainted with the operations on site, I was intrigued by unexplained incidents presenting safety issues, caused by distractions, possibly by micro-sleep. We quickly made the connection between the two, and facing the link between the impact of violence on business and intimate partner violence, thought about ways to resolve both: making the environment safer at work and happier at home." – Craig Jetson, Executive General Manager Cadia and Lihir and GTS of Newcrest Mining Ltd³⁰

TMTM has a key focus on working to empower survivors of violence, encouraging perpetrators to access support and bystanders to become advocates for behaviour change. The TMTM programme has been rolled out to more than 5,000 Newcrest employees, contractors, community members and local families in Papua New Guinea to promote non-violence and gender equality. Initially focused internally, the programme is now available to members of the community as well. Through education and awareness raising, it aims to prevent violence, abuse and negative behaviours that cause people harm, breaking the cycle of violence before it starts by identifying and addressing the root causes of violence. The programme includes extensive outreach, including face to face briefing and training for all staff, community and school outreach programmes, and media materials. It promotes respectful relationships, provides ways to identify and call out inappropriate behaviour and increases understanding of how to access support. Supporting employees who experience violence and promoting respectful relationships contributes to a safe and productive business.

³⁰ Bel isi (3 December 2018), "An inspiration to Bel isi PNG: Newcrest's Trupla Man Trupla Meri".

The success of TMTM at responding to the unique Papua New Guinea environment is now underpinned by a global Newcrest Family and Domestic Violence policy. The policy includes increased provisions for survivors, including:

- **Leave** – access to paid leave for people experiencing violence;
- **Communications, guidance and resource support** – equipping employees to understand what support is available and how to access support is crucial to increase comfort to disclose;
- **Referrals to counselling** – counselling services to assist both survivors and perpetrators of intimate partner violence who have sought help are available.

In addition to the TMTM training and materials, all Newcrest employees have access to the employee assistance programme – a free professional and confidential counselling service. Newcrest also supports case management services in Lae and Port Moresby run by Femili Papua New Guinea a local non-governmental organization, including support for the establishment of the new Bel Isi case management centre and safe house in Port Moresby.

The success of Lihir's TMTM programme and related health and safety programmes has increased safety at site, reduced staff absences and illness, and created a culture of lively, open and honest sharing of challenges faced at home and work. These outcomes have provided valuable learning and an appreciation of the needs and benefits of such programmes to both business and employees.

COMMUNITY ENGAGEMENT

As part of the TMTM programme, Newcrest also runs a live radio show broadcast across Lihir island. Both employees and community members can write or call in to the show to ask questions about TMTM or share their own journeys. A 'Leaders of Change' training programme is being formalized for employees of Newcrest Lihir, to enable employees to become influencers for positive behaviour in families, social and sporting clubs, workplaces and communities.

"Domestic violence has for too long been a hidden element of society and our communities globally. Businesses promoting awareness and providing training and support is key to assisting important change and progress. It is fantastic to see activity and engagement in this space but more is needed to be done. We all have a role to play to ensure safe work environments and homes."

– Giulia Savio, Principal Diversity and Inclusion, Newcrest Mining

WHAT WORKS?

Key factors which have contributed to the overall impact of TMTM include:

- **Leadership support and investment** – Leadership support has been critical for Newcrest to be able to positively impact and support their staff. Newcrest policies are global and require approval from executive leadership and endorsement from the Board prior to implementation – both levels of leadership are very supportive of the business imperative to respond to intimate partner violence in their workforce.
- **Allocate appropriate resources** – Newcrest Lihir allocates an annual budget to support the TMTM programme including communications materials and TMTM 'Leaders for Change' training. Newcrest also has a dedicated budget at the corporate level to support and embed the roll-out of the intimate partner violence policy across the business, covering implementation activities, including communication, awareness raising events and training.
- **Consider support for perpetrators of violence** – perpetrators of intimate partner violence who are known to the management are discreetly and sensitively managed by human resources policies as well as State laws, where appropriate. The messaging of TMTM is coupled with current human resources policies to empower perpetrators to seek help to change their behaviours.

- **Ensure confidentiality** – privacy of staff who disclose both experiencing or using violence must be a key priority and consideration in the development of intimate partner violence policies. Confidentiality in the process also builds employee trust, which can help to improve use of the policy.
- **Seek support and expert advice** – the Newcrest executive leadership have kept an approach to continuous learning throughout the TMTM roll-out and Family and Domestic Violence Policy endorsement. Organizations starting on this journey should reach out for expert support from specialist organizations working on intimate partner violence to get started and remember “no one is alone in this journey”.

“You will need lots of courage, you need to be brave to take on the problem, and you need to have conviction. You get close to staff who come in injured, or who resign because of pressure. You have to understand what influence you can have, what you are trying to achieve, and what the limits are. You want to stop people getting hurt at work because, say, they are distracted by the events of their two weeks in the village. You have to be prepared to check the root cause of the issues at work.”

– Craig Jetson, Executive General Manager Cadia and Lihir and GTS of Newcrest Mining Ltd³¹

CHALLENGES

- **Complex relationship between behaviour at work and home** – navigating the complex relationship between expectations for behaviour and safety in the work environment compared to the home was a challenge for Newcrest as it identified the need to address the gap and continues to evolve the TMTM programme to address it.

NEXT STEPS

Over the next 12 months Newcrest will focus on:

- Implementing the global Newcrest Family and Domestic Violence Policy across all sites in Papua New Guinea.
- Continuing to expand TMTM at Lihir and in the Papua New Guinea community, including through a new ‘Leaders for Change’ programme, which is being developed by an external training provider, WINGS Education, aiming to equip participants with leadership skills, especially for sensitive or difficult topics, such as intimate partner violence.

CASE STUDY #9



ORGANISATION

Samoa Stationery and Books

SECTOR

Retail

COUNTRY/IES OF WORK

Samoa, New Zealand and American Samoa



BACKGROUND

Among the fastest growing businesses in the country, Samoa Stationery and Books (SSAB) employs almost 200 staff across eight branches (six in Samoa, one in New Zealand and one in American Samoa). Having recently celebrated its tenth year of operation, SSAB is recognized as a leader in stationery, educational and technological supplies, but also in philanthropic business supporting many education charities as well as being a vocal champion of ending violence against women, especially intimate partner violence.

The advocacy and support of SSAB for ending intimate partner violence, and violence against women more broadly, stems from the personal passions of their CEO and a belief that businesses should play a role in helping to end violence.

SSAB introduced its domestic violence policy in 2018. Under the policy, any staff member found to have committed an act of intimate partner violence is suspended for two weeks to undergo counselling. Upon completion of counselling, the employee must sign a legal agreement between them and SSAB to not commit the violence again. Breaching this agreement results in termination.

In addition to holding employees accountable for their behaviours, the SSAB policy on intimate partner violence also prohibits spouses of staff who are proven to have committed intimate partner violence from attending SSAB functions, such as their end of year party or staff retreat. To date, SSAB have not had to enact the policy, but the CEO and senior leaders are committed to making sure the policy is widely known and understood by all staff.

SSAB are also in the process of establishing a standing weekly one-hour session with the CEO and Executive Officer, where staff can seek guidance on how to access help. The purpose of these sessions is to provide in-house support to staff who may be experiencing violence but not feel comfortable or know how to access support in the community.

“We are proud SSAB has truly been a leader in creating a work environment where survivors are nurtured and supported. We hope that many other businesses will also take a lead role in stopping workplace harassment and to ensure the workplace is a safe and supportive place for survivors of violence against women and girls.”

– Lemauga Hobart Va'ai, Chief Executive Officer for the Samoa Chamber of Commerce³²

³² Samoa Global News (13 December 2018), “Private Sector Takes the Lead on Safer Workplaces for Samoa”.

CUSTOMER SUPPORT AND COMMUNITY ENGAGEMENT

SSAB has been driving advocacy on the elimination of violence against women in Samoa since its foundation, participating in the UNiTE to End Violence against Women campaign of the United Nations Secretary-General and the “Orange Days” on the twenty-fifth of every month. Every Orange Day staff wear orange and participate in activities to help raise awareness about intimate partner violence (and violence against women more broadly), and the company uses its social media accounts to profile information about violence and how to seek help. SSAB often collaborates with other organizations to mark the occasion, including UN Women and the Samoa Chamber of Commerce.

WHAT WORKS?

- **Leadership commitment** – leadership plays an important role in setting expectations and role modelling behaviours. The SSAB agenda to end intimate partner violence is driven by its leadership and woven into the culture of the business.
- **Education and awareness** – the advocacy of SSAB for ending violence against women broadly built an awareness among staff and the communities where SSAB works about what intimate partner violence is and how to support survivors.

NEXT STEPS

Over the next 12 months SSAB will be focused on:

- Continuing to socialize the domestic violence policy with managers and host awareness training;
- Continuing with advocacy work on Orange Day each month and ensure staff are aware of their rights;
- Implementing a one-hour standing meeting with the CEO and executive officer for staff who wish to seek support.



CASE STUDY #10



ORGANISATION

St Barbara

SECTOR

Resources and mining

COUNTRY/IES OF WORK

Papua New Guinea



Photo: St Barbara

BACKGROUND

St Barbara is an Australian based, gold producer and explorer, with operations in Gwalia, Western Australia and Simberi, Papua New Guinea. In Papua New Guinea, St Barbara employs 700 employees and has been the primary employer on the island for many years. Currently women represent just 15 per cent of St Barbara's workforce in Papua New Guinea. Despite low levels of female representation across its workforce, St Barbara commenced its journey to providing support to staff experiencing intimate partner violence in 2015, when evidence of employees' experiences of intimate partner violence and violence against women more broadly continued to be raised internally. Together with the Business Coalition for Women in Papua New Guinea, St Barbara developed the 'Gender Smart Safety' programme, recognizing that women and men face different safety risks and that most traditional mining worksites are designed to accommodate men, the programme specifically targets the safety concerns of women.

In 2017, St Barbara launched its Domestic and Family Violence Policy recognizing that a safe workplace is fundamental to the success of the company and the well-being of employees. The policy includes:

- **Leave** – provision of up to five days special leave is provided for staff on a case by case basis dependent on individual circumstances;
- **Counselling** – a local, professional counselling service visits the Papua New Guinea site monthly to provide confidential on-site counselling for men and women;

- **Safety and Security** – the 'Gender Smart Safety' programme³³ is run annually and covers not only women working in residential camps but those in mining, processing and geology areas as well. This programme comprises a safety audit to identify locations where women may feel at risk of sexual assault or violence;
- **Training** – St Barbara also leads the Warrior Programme, which is a training programme targeted to male employees and facilitated by a community leader (i.e. former footballer) to raise awareness and tackle cultural perceptions around intimate partner violence. The Warrior Programme has received positive feedback from employees about the impact it has had on their relationships and communication skills and the training is now offered beyond employees of St Barbara to the broader community;
- **Financial support** – interest free financial loans are available to staff affected by violence to assist with medical and legal costs or other expense. The provision is determined on a case by case basis.

St Barbara's supplier policy also requires clear commitment from suppliers that they support gender equality. In addition to this, St Barbara, along with industry partners, is now supporting the Government of Papua New Guinea to draft and roll out a country-wide model intimate partner violence policy and minimum standards for women's safety at work.

33 See <http://www.pngbcfw.org/wp-content/uploads/our-tools/Brochure-GenderSmartSafety-online.pdf>

“Employers are starting to see links between gender and safety in their workplaces. They are starting to understand how women often experience workplace safety differently to men.”

– Dr. Dean Laplonge, Gender Smart Safety Trainer

WHAT WORKS?

Key factors which have contributed to the overall impact of St Barbara’s policy and training include:

- **Continuous monitoring of approach** – continuously testing and refining its approach to addressing intimate partner violence in the workplace and in the community enables St Barbara to ensure its policy remains current and delivers the most impact to its workforce.
- **Target men and women** – intimate partner violence affects both men and women (as both perpetrators and survivors), as such the most effective programmes addressing the issue are inclusive of both men and women.
- **Connect with existing initiatives** – when designing new programmes and initiatives, it is important to connect with existing local initiatives as well as the broader industry to share stories of successes and learn from one another.

CHALLENGES

- **Limited knowledge and understanding of workplace impact** – when St Barbara started its journey to focus on staff safety and support workers affected by intimate partner violence, there was limited knowledge of the impact of violence on employees and businesses and few leading practice examples to learn from. St Barbara became a member of the Business Coalition for Women in Papua New Guinea and became involved in the Gender Smart Safety pilot training in 2015 to build its understanding of how to respond to safety and intimate partner violence issues.

NEXT STEPS

Over the next 12 months St Barbara will focus on:

- Continuing to refine the Domestic and Family Violence Policy;
- Continuing the Warrior Programme and the Gender Smart Safety Audit (with revised model and framework);
- Designing a gender safety toolkit to be shared with other mining companies and interested organizations.

CASE STUDY #11



ORGANISATION

Telstra

SECTOR

Resources and mining

COUNTRY/IES OF WORK

29 countries across Asia and the Pacific



BACKGROUND

Telstra is Australia's leading telecommunications and technology company, offering a full range of communications services and competing in all telecommunications markets. Telstra is an Australian business, operating internationally for over 70 years. With a global headcount of over 30,000 staff, Telstra have close to 3,500 employees based outside of Australia, predominantly in Asia and the Pacific. As a founding member of the Male Champions of Change, Telstra has made a strong commitment towards boosting gender equality and the representation of women across the business. A key part of that commitment has been focusing on how to support staff who are experiencing intimate partner violence.

Telstra has supported White Ribbon Australia to raise awareness and prevent violence against women since 2009. This support includes employees buying and selling white ribbons, donating through payroll giving, and sharing information about violence against women, including intimate partner violence, internally. Telstra became a White Ribbon accredited workplace in 2013 and undertook their accreditation programme again in 2017. In 2014, Telstra launched its domestic violence policy in Australia and in 2016, the policy was rolled out globally. The policy includes:

- **Leave** – provision of 10 days paid leave for people experiencing violence (with the possibility to extend as required);
- **Flexible working arrangements** – flexibility to attend commitments related to intimate partner violence is available as required;
- **Counselling** – all employees and their families can access Telstra's a 24-hour employee assistance programme for counselling support;

- **Guidance and tools** – tools for managers on how to support staff who are experiencing or using violence have been developed and communicated widely.

The effectiveness of the policy is measured regularly, monitoring the number of employees who are accessing the intimate partner violence leave, and the employee assistance programme. Additionally, Telstra measure overall employee engagement through an annual people survey.

"I recently was a victim of intimate partner violence and found it a very difficult time in my life. As a transgender woman, I found myself in such a vulnerable position I never thought I would be in. I was extremely grateful to learn that Telstra had provided Domestic Family Violence leave for two weeks which allowed me to take time to relocate my home and to begin the healing process. I also used the Telstra Employee Assistance Programme at the same time which was very beneficial and helped me immensely. I was so appreciative that I wrote an email to our CEO and the Group Executive and thanked them for putting such important and inclusive policies into place for staff."

– Telstra employee

CUSTOMER SUPPORT AND COMMUNITY ENGAGEMENT

Combining business purpose with practical solutions: Safe Connections Programme, Australia

Partnering with the Women's Services Network (WESNET), an Australian organization representing a range of organizations providing information and services for women who experience violence, since late 2014, Telstra has incorporated its core business – telecommunications – into its response to intimate partner violence in Australia. Through the Safe Connections programme, Telstra donates new smartphones and prepaid credit to WESNET; who then distribute the phones through its members to survivors of intimate partner violence, sexual assault and other forms of violence against women. In addition to the provision of devices, WESNET also delivers trainings and resources to respond to technology-facilitated abuse to frontline workers. To date, Telstra has donated 20,000 phones under the Safe Connections programme.

Why is this programme important?

Having access to a smartphone can help women stay connected and contact support services, especially if their current phone is compromised. Additionally, smartphones can assist survivors document abuse, which can help with holding people using violence accountable.

WHAT WORKS?

Key factors which have contributed to the overall impact of Telstra's intimate partner violence support include:

- **Leadership buy-in** – support from Telstra leadership has been instrumental in developing their workplace response. Leadership approached the challenge with the mindset of “how do we address intimate partner violence?” rather than “should we address intimate partner violence?”.
- **Address root causes** – Telstra is firmly committed to addressing gender inequality in their business and the broader community. By focusing on things such as shared care and equal pay, Telstra is working to address gender inequality, the root cause of intimate partner violence.
- **Make policies explicitly inclusive** – ensuring that responses to intimate partner violence is inclusive of survivors of all genders has been an important part of the success of Telstra's policy. By emphasizing the policy is available to all, Telstra has seen growing requests for support from lesbian, gay, bisexual, transgender and intersex staff.
- **Make the policy known** – communicating the policy, who can access it and what provisions are available is as central as developing the policy itself. As Telstra noted, “you can have the best policy in the world, but if no one knows about it or can access it, it won't help them”.
- **Prioritize Confidentiality** – ensuring the confidentiality of people who choose to disclose incidents of intimate partner violence is a crucial step in ensuring the success of the support options.
- **Align to business purpose** – Telstra's partnership with WESNET through the Safe Connections programme is a powerful example of how companies can use their core business to drive meaningful action in supporting survivors of intimate partner violence.
- **Build employee, customer and community commitment** – aligning community initiatives such as the Safe Connections programme, White Ribbon Day events or local partnerships with shelters, helps to build employee and customer awareness of intimate partner violence and commitment to addressing it.

CHALLENGES

- **Systems change and maintaining confidentiality** – operating across different countries can create challenges in maintaining confidentiality when utilizing different systems across sites. Telstra stresses the importance of considering confidentiality in the development or roll-out of any new systems to ensure there will not be any unintended consequences of revealing who has accessed support options.
- **Resourcing decline** – while Telstra has had to make some difficult resourcing decisions for the business since implementing their intimate partner violence support and response package, commitment to and support for addressing intimate partner violence has remained a priority. Telstra encourages organizations to consider the business benefits of employee supports and policies, as well as programmes, such as Safe Connections, when reviewing resourcing.

“We know first-hand that the phones given to our clients have been used in emergency incidents, and when used as a second secret phone has provided clients with a sense of safety and the knowing that they can call for help. This service saves lives.”

– Domestic violence service provider

NEXT STEPS

Over the next 12 months Telstra will focus on:

- Considering how to support and manage perpetrators of violence within the workplace – currently, support under the policy is limited to the employee assistance programme where perpetrators can access counselling. Telstra is considering whether further support can be made available.
- Continuing to challenge the root causes – Telstra announced a revamped paid parental leave policy in July 2019, making the full 16 weeks paid parental leave package available to all new parents, regardless of gender. Through this, Telstra is encouraging men and women to challenge existing norms and stereotypes that feed gender inequality and distribute family care work equally.

CASE STUDY #12



ORGANISATION

Westpac

SECTOR

Banking

COUNTRY/IES OF WORK

Fiji



Photo: Westpac Fiji

BACKGROUND

Westpac Fiji provides customers across the Fiji Islands a variety of banking services, including personal and business services, loans and term deposits, and digital banking. Across Fiji, 19 branches employ nearly 570 staff in roles from frontline bank telling through to operations, management and financial planning. Of these roles, 58 per cent are filled by women and approximately 50 per cent of senior leaders are female.

Recognizing that employees experience violence in their personal lives, Westpac Fiji is committed to providing a safe and supportive work environment where employees impacted by intimate partner violence can seek assistance. In Fiji, 64 per cent of women have experienced physical or sexual intimate partner violence in their lifetime and intimate partner violence has been identified as a priority issue for Westpac Fiji.³⁴ Although Westpac Fiji is guided by the policies of the Westpac Group, consultations with branches are held annually to discuss topics that are relevant to each country context. Westpac Fiji's workplace response includes a domestic violence policy and a variety of provisions for staff affected by violence. The process for accessing these supports is through the local 'People Leader' (direct manager or at times another senior leader), Health, Safety and Wellness (HS&W) Consultant or the Human Resource Service Centre. The response includes:

- **Counselling** – an Employee Assistance Programme, which provides confidential, professional guidance and counselling support services, is available to all staff and is extended to their immediate family members. Counselling is also available as an in-country and face to face service and referrals to the Fiji Women's Crisis Centre are also made.
- **Leave** – employees and carers are provided with time off work to seek medical or legal assistance, attend court, seek counselling, for relocation or to make other safety arrangements. In the first instance, employees access sick leave, carers leave and attending court policies as appropriate and then special leave can be granted, as required.
- **Flexible work** – flexible working arrangements are available to staff and it is the People Leader's duty of care to ensure staff can access different working arrangements when and if needed. Such arrangements include changes to working location, hours or remote/mobile access to work tasks.
- **Training and awareness raising** – the workplace provisions are shared at inductions for new staff and available for all staff to access electronically on internal sites. Guidance specifically targeted for People Leaders and employees is also available on the internal HS&W online platform. The People Leader's intimate partner violence resource and factsheet outlines how to support staff disclosing intimate partner violence and how to encourage staff to access the available supports. In addition, the employee guide outlines how to support a colleague or family member affected by intimate partner violence. Westpac Fiji has also developed a half day people leader training that includes a case study on how to respond to intimate partner violence within the workplace. This training is mandatory to all staff who manage people.
- **Safety and security** – the People Leader and HS&W consultant in collaboration with the Bank's security services can support staff to plan safety and security measures, such as changing seating arrangements, contact details and increasing building security.

³⁴ Fiji Women's Crisis Centre (2013), *National Research on Women's Health and Life Experiences in Fiji (2010/11): A Survey Exploring the Prevalence, Incidence and Attitudes to Intimate Partner Violence in Fiji*.

- **Financial support** – there is currently no formal provision for financial support for people experiencing intimate partner violence, however staff are able to access financial hardship support on a case-by-case basis. The Fiji Women's Crisis Centre can assist employees needing accommodation.
- **Reporting** – the bank has an online reporting and incident management platform, CareXpress, where staff can report concerns for their own or other employees' well-being. As confidentially as possible, the HS&W consultant will then respond to and manage the issue, allocating support under the domestic violence policy as required.
- **Ensuring accessibility of information** – making comprehensive information about the policy and support available in a range of accessible formats for all staff is essential in building awareness and trust.
- **Training key people leaders** – ensuring that people managers understand and know how to respond to intimate partner violence, as well as the support available from the Bank is imperative to the success of the policy.
- **Link with existing health and safety policies** – to increase support and the business case for workplace responses to intimate partner violence, the Bank found success in linking the policy to existing health and safety procedures. This also assisted with employee engagement as it made the importance more tangible across the workforce.

Since implementing the policy, designing local resources and actively promoting the provision of support offered, Westpac Fiji has experienced an increase in the number of staff coming forward to seek assistance, demonstrating the clear value of the programme to the employees.

COMMUNITY ENGAGEMENT

All staff have one day per year allocated to 'community leave' and teams within the bank have the option to volunteer with community organizations of their choice like the affiliated Fiji Women's Crisis Centre. The organization also actively commemorates the International Day for the Elimination of Violence against Women (25 November) and White Ribbon day (last Friday before 25 November).

WHAT WORKS?

Key factors which have contributed to the overall impact of Westpac's policy and training include:

- **Leadership engagement and role modelling** – Westpac Fiji's experience has been that building leadership support and visible role models within the organization have been critical to building awareness of the support available.
- **Assigning an intimate partner violence 'champion'** – having the Manager for Retail Banking as the intimate partner violence 'champion' has helped to spread the word about the policy and available support, as well as raise the profile of intimate partner violence as an issue across the organization.
- **Adapting guidance to local context** – time, consultation and trials were required to adapt a guidance on domestic violence from the Australian head office to the Fijian office and cultural context.
- **Awareness and access to information** – ensuring staff in different roles across the organization are aware of and have access to the policy has proven a challenge to Westpac Fiji, which has required creative thinking and the development of the materials in different formats (e.g. on the intranet, physical handouts, in different languages).

CHALLENGES

- **Continuing to build awareness and understanding of the issue of intimate partner violence, focusing on reducing the cultural and social stigma.**
- **Investing in training to build leader capability and confidence to recognize the signs of intimate partner violence, respond and refer their staff to services.**
- **Building an environment of safety and trust with a focus on confidentiality.**
- **Continuing to ensure resources are accessible to all staff in different roles and working environments.**
- **Developing a framework for financial support for employees experiencing intimate partner violence.**

NEXT STEPS

Over the next 12 months Westpac Fiji will focus on:

- **Continuing to build awareness and understanding of the issue of intimate partner violence, focusing on reducing the cultural and social stigma.**
- **Investing in training to build leader capability and confidence to recognize the signs of intimate partner violence, respond and refer their staff to services.**
- **Building an environment of safety and trust with a focus on confidentiality.**
- **Continuing to ensure resources are accessible to all staff in different roles and working environments.**
- **Developing a framework for financial support for employees experiencing intimate partner violence.**

CASE STUDY #13



ORGANISATION

World Bank Group

SECTOR

International Development

COUNTRY/IES OF WORK

Various across Asia and the Pacific



BACKGROUND

With over 130 offices worldwide, the World Bank Group is an international organization that provides financial and technical support to developing countries with the goal of reducing poverty and promoting shared prosperity. The organization does not function as a traditional bank but as a partnership to reduce poverty and support development outcomes. The World Bank Group comprises five institutions managed by their member countries, including the International Bank for Reconstruction and Development, the International Development Association, IFC, the Multilateral Investment Guarantee Agency and the International Centre for Settlement of Investment Disputes.

The World Bank Group provides financial support (low interest loans, credit and grants) to developing countries to support education, health, infrastructure and other strategic initiatives. These initiatives can be co-financed by governments and other institutions or investors. In Asia and the Pacific, the Bank employs almost 900 staff, of which 57.5 per cent are women. The World Bank Group works with governments across Asia and the Pacific to provide policy advice, research and technical assistance. The prevention of violence is a priority for the World Bank Group both internally within the organization and within the communities where their projects are delivered.

The World Bank Group is committed to addressing violence against women, including intimate partner violence, through investment, research and learning, and collaboration with stakeholders around the world.

Since 2003, the Bank has engaged with countries and partners to support projects and knowledge products aimed at preventing and addressing all forms of violence against women, including intimate partner violence.

The World Bank conducts analytical work—including rigorous impact evaluation—with partners on gender-based violence to generate lessons on effective prevention and response interventions at the community and national levels, and regularly convenes a wide range of development stakeholders to share knowledge and build evidence on what works to address violence against women and girls.

Over the last few years, the World Bank Group has ramped up its efforts to address more effectively violence against women risks in its operations, including learning from other institutions.

DOMESTIC ABUSE PREVENTION PROGRAMME

The World Bank Group has been considering its workplace response to intimate partner violence since as early as 1975 when the organization was first formally asked to support a spouse. In the 1990s, research identified concerning rates of violence among staff in domestic settings and in the early 2000s, a dedicated role was established as a 'one stop shop' for support and information for all employees, consultants and their families.

The World Bank Group's Domestic Abuse Prevention Programme is located in the Counseling Unit of the Bank/Fund Health & Safety Directorate. It contains internal procedures outlining how to manage intimate partner violence as a workplace issue with a focus on the specific issues facing employees including how to navigate justice in the context of institutional immunity, legal advice, child care, insurance and medical support.

The Domestic Abuse Prevention Programme has developed a directive (the equivalent of a policy in other organizations) called the Workplace Violence Directive. It outlines the responsibilities of staff and managers to respond to disclosures of violence and abuse. A Domestic Abuse Prevention Program Procedure is waiting for approvals. The internal governance and support structure within the Bank includes a Domestic Abuse Prevention Advisory Committee with representatives from across the organization including health services, human resources, corporate security, ethics, legal and the family network (among others). The Committee meets monthly, reviews internal procedures and engages with different teams to provide advice and crisis management.

The Domestic Abuse Prevention Programme focuses the majority of its resources on supporting survivors of violence (whether staff or their families) but also works to address prevention and behaviour change approaches. The programme provides a range of guidance and support services to staff and their families who are affected by intimate partner violence. The services include:

- **Counselling** – through a hotline / phone service (available 24 hours per day, seven days a week), as well as an option for in-person counselling;
- **Immediate crisis intervention** – such as medical support or safety evacuations;
- **Legal consultation** – with a DV attorney consulting for program and referrals to family and intimate partner violence law attorneys, immigration, and criminal attorneys based in both headquarters and country offices;
- **Financial support** – provided on a case by case basis, including funding for emergency and protection orders.

If staff or their families disclose incidents of intimate partner violence, a specific response process is followed including:

1. An intake conversation through the Domestic Abuse Prevention team;
2. An interview with a counsellor to develop a danger or risk assessment with the person experiencing violence;
3. A referral to appropriate World Bank Group services and other local external services (e.g. local crisis centre or accommodation).

The Domestic Abuse Prevention team do not act as investigators but focus on providing support, resources and referrals to staff and affected families. While the World Bank Group has made a conscious decision not to have an explicit zero tolerance policy in relation to intimate partner violence, noting the risk of doing more harm if job loss and financial stress exacerbate an intimate partner violence situation, they have mechanisms in place to support perpetrators to seek counselling or behaviour change programmes.

WHAT WORKS?

Key factors which have contributed to the overall impact of Domestic Abuse Prevention Programme include:

- **Identifying a senior champion and supporters in all country offices** – having key advocates to promote prevention, share information about available support and role model behaviours are crucial for building a culture where intimate partner violence is less stigmatized and staff feel comfortable to seek support.
- **Highlighting organizational benefits** – keeping intimate partner violence firmly on the agenda of leadership is enhanced when the benefits of reducing and preventing violence to the organization are able to be clearly articulated.
- **Creating a clear and specific response process** – building trust in employees that disclosures are treated seriously and confidentiality strengthens the overall effectiveness of the programme.
- **Embedding intimate partner violence prevention within existing staff code of conduct** – the World Bank Group's Code of Conduct applies to all staff and provides guidance on how to apply the core values in practice. Principle 2 in the Code of Conduct addresses intimate partner violence directly, viewing it as a serious breach that requires an institutional response. Overall, the Code of Conduct applies to employees' actions at work and in the community at large, including their homes.

CHALLENGES

- **Navigating complex nature of specific work context** – it may be very difficult for survivors to safely exit an abusive relationship. While some survivors choose to remain with abusers because they love their partners or hope that things will improve, many are trapped in violent relationships because they fear that they will be killed or that their children will be taken from them if they leave. In international organizations, many abusers also threaten that survivors will lose their dependent visas upon divorce. Internal human resource policies will protect a dependent's benefits until final divorce.
- **Addressing perpetrators within the workplace** – challenges also remain on how to address perpetrators who are staff. The Domestic Abuse Prevention Programme in the past year has addressed this issue and provides counselling resources for those individuals who may want to change their behaviours.

PACIFIC TRANSPORT PORTFOLIO

The World Bank Group is integrating gender equality into its programming across the organization. Drawing from lessons learned through previous projects in other regions where cases of sexual exploitation and abuse were identified, the Transport Global Practice are leading the push to address gender-based violence, especially in the Pacific region. The World Bank Group's Pacific Transport Global Practice, with the support of a gender-based violence specialist is working to integrate prevention and response into all transport programming. The World Bank Group first started piloting the integration of intimate partner violence into aviation projects in Tuvalu, Vanuatu and Samoa in 2017. Now more than 10 countries across the Pacific have an intimate partner violence lens across transport projects, including: Papua New Guinea, Solomon Islands, Vanuatu, Federated States of Micronesia, Kiribati, Marshall Islands and Fiji. All new projects are developed with a strong focus on reducing risks of intimate partner violence and ensuring appropriate response to any incidents that may arise; these approaches are also being integrated retroactively to existing projects. The integration process includes:

- **Assessment** – A detailed assessment map of service providers and prevention work occurring in the local area, that identifies the services that are available. Project teams ensure that women and girls are involved at all levels of project development and implementation, from active participation in community consultations through to ensuring the safety of women who form part of project teams.
 - **Risk mitigation** – a series of steps to reduce the risk of harm and number of cases of intimate partner violence.
- Staff and community complaint or feedback mechanisms;
 - Specific pathways for reporting, ensuring safety, confidentiality and multiple entry points;
 - A transparent system for processing complaints;
 - Access to relevant support services for people experiencing intimate partner violence;
 - Support for survivors throughout the reporting process, cases identified and managed and where appropriate sanctions or disciplinary actions towards the perpetrator.
- **Monitoring and evaluation** – A regular review of the prevention and response activities to continue to strengthen the programme. This includes understanding and assessing the grievance processes to ensure they are adequate, updating knowledge and awareness of intimate partner violence in communities, measuring the success of initiatives and developing mechanisms to identify risks to know where to invest resources and provide support.

In addition to considering the integration of violence prevention and response within their own programmes, the World Bank also supports client governments to integrate prevention and response – with a particular focus on preventing sexual abuse and exploitation – throughout each stage of project delivery.

WHAT WORKS?

The 2017 World Bank Group Gender-Based Violence Taskforce report³⁵ provides recommendations on how to avoid sexual exploitation and abuse in investment projects. These same principles can be applied to developing workplace responses to intimate partner violence.

- **Developing a robust risk assessment** – before commencing a programme or project, identify areas that may pose high risk, including the risk of intimate partner violence, and identify mitigation and response strategies.
 - **Building and fostering relationships with community partners and service providers** – strong relationships with service providers and community partners can help build awareness of intimate partner violence within communities and staff teams.
 - **Identifying senior-level internal champions** – having senior champions to share resources and encourage open, honest discussions about intimate partner violence can build a culture of safety, where staff are more likely to seek support.
- **Response** – A considered and prepared response if an incident occurs. The response focus aims to ensure that the project has a system in place to address intimate partner violence and issues of sexual exploitation if they arise, and is connected to broader systems of response and referral. This system should include:

The World Bank Group supports client governments to ensure that everyone involved in the project, such as contractors and consultants, has access to key measures – including codes of conduct with specific reference to intimate partner violence and sexual exploitation, clear repercussions for breaches, reporting requirements and training on intimate partner violence (including its causes and impact, codes of conduct, services and referral), and engagement in awareness-raising with communities.

“Some clients are going above and beyond basic requirements to promote broader prevention of violence and improve the available services for GBV survivors.”

– World Bank Group, GBV Specialist, Transport Project Pacific

Programme in action

The Samoan Airport Authority organized training with the Samoa Ministry of Women, Community and Social Development, for their staff and contractor staff. The contractor made their staff available to attend during work hours, and has received very positive responses from their workers.

“Through the Samoa Aviation Investment Project, the World Bank, the Samoa Aviation Authority, the Ministry of Women, Community and Social Development worked together with the contractor on the project to develop domestic violence materials and training. The contractor has been really open to this process, updating their own existing domestic violence policies and even identifying, through this training process, other challenges that their staff were facing around financial management and deciding to provide further financial literacy training to help them manage household stresses.”

– World Bank Group, GBV Specialist, Transport Project Pacific

Other characteristics for success include:

- **Clearly articulated benefits and outcomes** – being able to track success and highlight the benefits of the effort and investment of eliminating intimate partner violence on the efficiency and quality of the work are critical to integrating prevention and response.
- **Work with and through existing systems** –work with and through existing systems of intimate partner violence prevention and response at local, national and regional levels to ensure the work is well-coordinated and complementary rather than duplicative.

CHALLENGES

- **Building understanding and capability** – the work is challenging, requiring building understanding and skills to prevent and respond appropriately to intimate partner violence through many layers of project design and implementation. Discussions around intimate partner violence are new to many government agencies and contractors involved in infrastructure projects, and the World Bank Group’s role is one of guidance, advice and support.
- **Limited services in remote work sites** – some infrastructure projects take place in remote or inaccessible geographic areas where intimate partner violence support services are limited or underdeveloped. Where this is the case, the World Bank Group is working with client governments to identify gaps where projects can contribute to strengthening support services and referral systems, in coordination with relevant government ministries and development partners, rather than direct implementation.

PROMISING PROGRAMME: PACIFIC ENERGY PORTFOLIO

Globally the World Bank Group prioritizes addressing gender inequality throughout its programming. The Bank aims to 'gender tag' most projects in their operations portal which prompts Task Team Leaders to identify and address gaps in the development and delivery of the work. The Bank's energy portfolio in the Pacific has been particularly active in its gender equality efforts, including addressing intimate partner violence in programming.

Project example: Solomon Islands

Within the energy sector in Solomon Islands and worldwide, gender inequality is pronounced and stems from the fact women are primarily employed in traditional roles, such as administration. Most positions in energy organizations are technical roles, which women traditionally do not or have not been encouraged to consider as career paths. Women make up 21.3 per cent of people employed in Pacific power utilities but they hold only 4 per cent of technical positions.ⁱ Private sector research in the Solomon Islands has confirmed that women experience high levels of sexual harassment in workplaces. The research also found that intimate partner violence is one of the major underlying factors for absenteeism and reduced productivity.

Under the Solomon Islands Renewable Energy and Energy Access Expansion project, the World Bank Group is providing support to Solomon Power, the energy utility, across several energy initiatives and is introducing a workplace response to intimate partner violence in collaboration with the International Finance Corporation (IFC). Of the company's 21 per cent female employee base, 6 per cent of employees at technical levels are female – above the regional statistics. Recognizing the need to increase female representation, Solomon Power has committed to working with the World Bank Group to improve gender equality and the experience of women in the power sector, including working closely with the IFC and following the Waka Mere Commitment to Actionⁱⁱ to develop an intimate partner violence policy for the company and training for staff to ensure successful policy implementation and establish a productive, supportive and respectful workplace.

Solomon Power is aiming to address intimate partner violence by tackling its root cause: gender inequality. By working to increase the representation of women across technical roles, Solomon Power hopes to challenge gender norms, as well as break down the stigma and perceptions associated with intimate partner violence.

Notes

i. Pacific Power Association (2017), "Gender Equality: Gender portal" (accessed on 20 September 2019).

ii. This will be conducted with the IFC initiative Waka Mere Commitment to Action, which supports respectful workplaces by implementing a workplace response to intimate partner violence. Read more about this programme in the IFC case study.



SPOTLIGHT

CONNECTING SEXUAL HARASSMENT AND INTIMATE PARTNER VIOLENCE



Sexual harassment and intimate partner violence are rooted in gender inequality and unequal power balances between men and women. Many female workers in global supply chains experience high levels of harassment and violence, both in the workplace and in their personal relationships. This violence, which can be economic, emotional, physical, or sexual, deprives women of their basic human rights and compromises their well-being. In addition, an increasing amount of evidence shows that when the well-being of workers suffers, businesses and economies are negatively impacted. Addressing harassment and violence both inside and outside of the workplace requires traditional gender norms and stereotypes to be challenged and for women's rights to be widely known and respected.

IN PRACTICE: BUSINESS FOR SOCIAL RESPONSIBILITY (BSR) HERPROJECT

A global not-for-profit business network with 250 member companies, Business for Social Responsibility (BSR) develops sustainable business strategies and solutions through consulting, research and cross-sector collaboration. In 2007, BSR developed "HERproject" to unlock the full potential of women working in global supply chains, through workplace-based interventions on health, financial inclusion and gender equality, including the response to violence and harassment experienced in both the workplace and at home. The programme has been implemented in over 750 factories and farms across the garment, agriculture and consumer electronics industries. The interventions are focused on women and have provided support to more than 850,000 female workers, and more than 450,000 male workers have participated in the programme.

One aspect of HERproject is the "HERrespect" violence prevention programme, which was first piloted in Bangladesh and has since been implemented in India, Ethiopia and Kenya.

HERrespect helps promote gender equality in the workplace through participatory training for workers and management, awareness raising campaigns in workplaces, and reviews of policies and practices. By shifting norms that reinforce unequal relationships between women and men, supporting improved communication and teamwork, and strengthening factory systems, HERrespect aims to address the root causes of violence against women – such as acceptance of violence, lack of awareness of rights, lack of manager skills to address violence at work, ingrained gender norms and a lack of policy and process to support employees who experience violence and harassment.

The programme has two core focus areas: building capacity and strengthening management systems. HERrespect uses a combination of intervention strategies tailored to the local context to address harassment and violence against women at work and in the community.

HERrespect assists managers and workers to develop assertive communication skills to build harmonious working relationships through enhanced communications, problem-solving skills, and stress management. Managers are also offered targeted training on communications, and they are encouraged to work with employees to identify effective communication strategies that improve relationships and support productivity and well-being. Specifically, the training focuses on supporting managers to identify and respond to violence and abuse and provides advice on available supports and referral pathways.

Another core aspect of HERrespect is building an understanding of gender and power and its impact on all kinds of relationships – both at work and in personal relationships. By sensitizing management and workers to the causes and consequences for relationships at work reaffirming that violence is never justified, BSR is witnessing a decrease in the acceptance of violence against women, including intimate partner violence.

BSR supports businesses to strengthen key policies and systems related to violence including trainings to identify and respond to violence experienced by their employees whether in their homes, communities or in the workplace. Additionally, they inform workers of external service providers and of support available within the factory, as well as of factory policies and local laws.

BSR monitors the HERrespect programme through measuring shifts in attitudes and behaviours as a result of the training. The assessments incorporate face to face interviews with workers and managers about their understanding of sexual harassment, acceptance of the use of violence and knowledge of workplace supports available. Comparing initial assessments to post programme results, there is evidence of promising shifts in participants' reflections on power and gender relations. Key outcomes of the programme include less acceptance of violence against women, increased awareness of what sexual harassment is, less acceptance of gender unequal statements, greater awareness of internal support mechanisms for affected women.

- In India, 34 per cent of participants prior to undertaking the training believed that there are times a woman deserves to be beaten. After the training, this decreased to 15 per cent of participants.
- In India, 43 per cent of participants prior to undertaking the training reported a policy on violence and harassment was being implemented, compared to 86 per cent after completing the training.³⁶
- In Bangladesh, 54.2 per cent of participants prior to undertaking the training believed that there are times a woman deserves to be beaten. After the training, this decreased to 0.6 per cent of participants.
- Awareness of what constitutes sexual harassment increased from 62 per cent to 82 per cent in India, and from 54 per cent to 85 per cent in Bangladesh, after completion of the training.
- Acceptance of the use of punishment by supervisors decreased from 40 per cent to 21 per cent in India, and from 80 per cent to 71 per cent in Bangladesh, after completion of the training.

As intimate partner violence is rooted in gender inequality and lack of respect for women, these attitude and behavioural shifts are positive trends for preventing violence before it starts.

"I think the HERrespect training is useful, and we should implement it in our daily lives. It is important for people to behave with respect towards each other. We can set the example—if people see that we behave respectfully towards them, they may behave like this with others." — Antara Akhter Arifa, Worker

In addition to supporting businesses to strengthen their responses to intimate partner violence, BSR has worked with the community to raise awareness and deepen community understanding of intimate partner violence through campaigns such as street theatre performances.

WHAT WORKS?

The factors which have contributed to the overall impact of the HERrespect programme include:

- **Establishing a strong business case** – over the course of the programme the importance of having a clear business case to support investment in programmes to address workplace and intimate partner violence became evident. This included ensuring programme impact could be measured in a quantitative way clearly articulating the business benefits such as cooperation in the workplace and positive impacts on productivity.
- **Engaging with local experts and advocates** – local expertise and experience supporting behaviour change and complex topics such as intimate partner violence is essential to developing impactful training sessions. Local partners bring expertise and understanding of the local context to ensure training is appropriate and adapted to workers and management, providing actions that participants can begin to implement in their work routine.
- **Establishing a safe space** – this is important for an open and honest discussion. Utilizing participatory techniques such as role plays and interactive activities, enables workers and managers to collaborate and develop practical actions to apply both at work and in their homes.
- **Strong support from local management** – buy-in at the local level, including with management, is critical for engagement and being able to sustainably embed the change in behaviour across the organization.

CHALLENGES

- **Policy alone is not enough** – comprehensive approaches, which include awareness raising, facilitated dialogue and support for employees, will be more impactful as employees are engaged and understand their role in addressing violence.
- **Resourcing** – both financial and time investments are critical to building workplace capability to respond to violence but can be a challenge to negotiate.

³⁶ See <https://herproject.org/files/curriculum/herrespect-program-summary-june2019-rev.pdf>

INSIGHTS INTO PRACTICE:

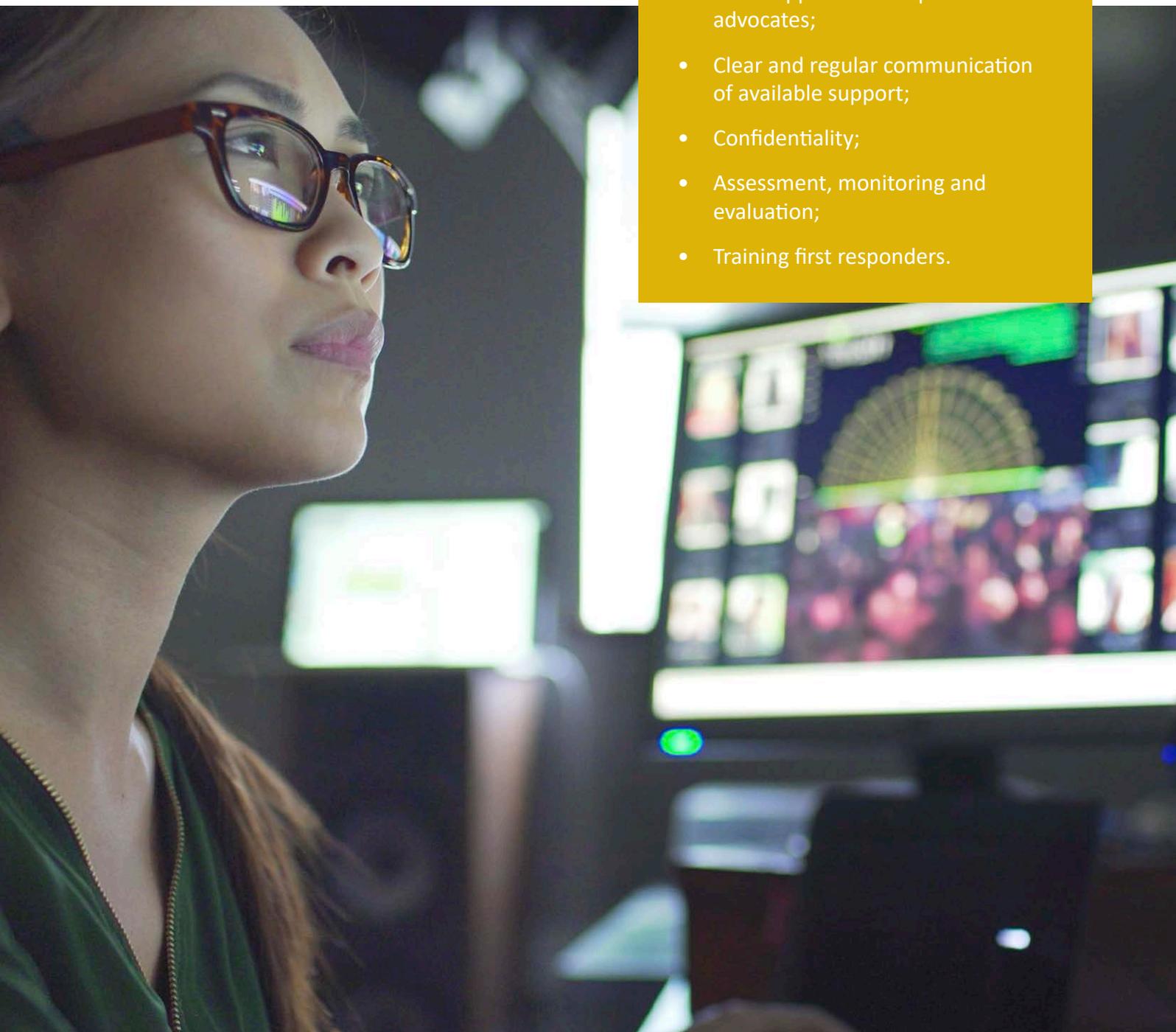
NEXT STEPS FOR ORGANIZATIONAL LEADERS



The approaches listed in the featured case studies highlight ways to support employees who may be experiencing violence and the importance of ensuring support and safety at work. Achieving gender equality and eliminating violence against women – including intimate partner violence – is a global agenda but individual organizations of all sizes, in all industries and sectors across Asia and the Pacific have a critical role to play in preventing violence against women by creating cultures that reject violence and support survivors. Experience and evidence tell us that effective workplace responses to violence against women requires strong leadership endorsement, supportive governance structures, and a workplace culture that consciously seeks and supports equality and respect.

The case studies highlight examples of what elements have been instrumental in effectively responding to intimate partner violence in the workplace across organizations and countries:

- Leadership engagement and role models;
- Dedicate appropriate financial and human resources;
- Develop a clear business case;
- Building understanding and capability of staff;
- Seek support from experts and advocates;
- Clear and regular communication of available support;
- Confidentiality;
- Assessment, monitoring and evaluation;
- Training first responders.



As many of the case studies highlight, having a policy alone is not enough: a demonstrated commitment to the policies as well as financial and practical support, and a culture that supports employees to use these entitlements is also vital. Similarly, one-off training or self-paced courses have been shown to have limited impact, particularly when they are carried out in isolation from other workplace measures. Training of workers, supervisors and managers to recognize and respond to intimate partner violence should be part of a comprehensive approach to prevent and respond to violence. An effective workplace response should encompass a range of measures, policies and procedures that help to create a positive and supportive work culture, support and promote gender equality and promote zero tolerance to violence.³⁷



Some of the promising practices showcased by the organizations in this report to prevent and respond to intimate partner in the workplace are:

- Leadership commitments;
- Flexible work arrangements;
- Paid leave;
- Referral to support services;
- Trainings and communication on the causes, consequences of intimate partner violence, how to recognize signs and respond to disclosure of abuse;
- Protection provisions, including against dismissal;
- Gender and safety assessments;
- Monitoring and evaluation of policy and programmes;
- Financial support to assist those experiencing violence.

According to Our Watch⁸, an effective approach to preventing violence against women needs to be:

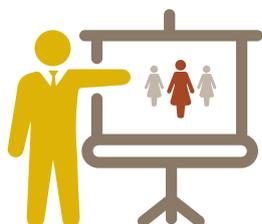
- Tailored to suit the individual resources, capacity and cultural needs of the workplace;
- Owned and driven by the workplace's employees;
- Supported by a short and long-term strategy;
- Data- and evidence-based;
- Focused on changing organizational culture and promoting gender equality;
- A process of continual improvement.

³⁷ UN Women and ILO (2019), "Handbook: Addressing violence and harassment against women in the world of work".

³⁸ Our Watch (2018), "Workplace Equality and Respect Standards" p. 20.

GETTING STARTED IN YOUR ORGANIZATION

Key learnings and sample actions that can be implemented in any organization from each of the featured case studies are listed below. As the case studies demonstrate, the size of the organization or industry, does not matter. All organizations can and should play a role in supporting employees affected by intimate partner violence.



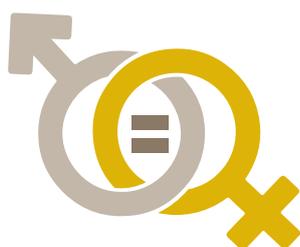
1 DEVELOP AN UNDERSTANDING OF INTIMATE PARTNER VIOLENCE AND HOW IT IMPACTS EMPLOYEES AND THE ORGANISATION

- Review guidance and resources about addressing domestic violence or intimate partner violence in workplace settings.
- Invite specialists such as national or local women's organisations that are addressing intimate partner violence to provide training and facilitate discussions with leadership, employees and task forces that will focus on this issue (such as Diversity and Inclusion groups).
- Collect data through confidential staff surveys to understand employees' awareness and experience of violence and the impacts on their lives and work.⁴⁰
- Consult and engage employees and key stakeholders, through focus groups and brainstorming sessions, and provide opportunities to contribute to the design of the workplace response.
- Become informed about the business benefits of responding to intimate partner violence, including reduced absenteeism and increased employee retention, for example.



2 DEMONSTRATE LEADERSHIP COMMITMENT TO GENDER EQUALITY AND ENDING VIOLENCE

- Active and regular communication by the CEO and senior leaders about the importance of a diverse and inclusive business, zero tolerance to violence and support to employees who face violence;
- Promote initiatives to increase the number and visibility of women in senior leadership roles;
- Reduce the gender pay gap and give all staff access to flexible work options and parental leave for both men and women;
- Sign up for and implement the Women's Empowerment Principles, a set of actions to advance gender equality in the workplace.³⁹



3 DEDICATE APPROPRIATE FINANCIAL AND HUMAN RESOURCES

- Dedicate adequate budget to actively address gender inequality and violence against women. This can include ensuring resources to train staff.
- Dedicate human resources to design and implement a workplace response that works for the organization.

³⁹ In 2010 the UN Global Compact and UN Women introduced the Women's Empowerment Principles, which provide guidelines to assist businesses to advance gender equality in the workplace. The principles are informed by real-life business practices. See www.empowerwomen.org/en

⁴⁰ See the WEP Gender Gap Analysis Tool, Our Watch staff survey or Workplace Self-Assessment Tool for ideas to get started.



4 ENSURE THAT EMPLOYEES ARE SAFE AT WORK AND CAN ACCESS THE SUPPORT THEY NEED

- Include intimate partner violence in all mandatory safety training
- Identify trusted staff such as workplace safety officers and human resources officers to lead the initiative and undergo training as 'first responders' to disclosures of intimate partner violence.
- Develop a process for safety planning including change of work location, work hours, email or phone contact details as requested.
- Understand local support services and referral pathways for those experiencing violence. Make this information easily accessible to all staff through internal intranets, noticeboards and other employee communications.
- Focus on cultural and behavioural change to reduce stigma and increase comfort to disclose through adding intimate partner violence support to the strategic agenda, meetings and staff engagement.



5 DESIGN AND IMPLEMENT A HOLISTIC WORKPLACE RESPONSE TO INTIMATE PARTNER VIOLENCE

- Develop a comprehensive policy with the key elements of: the definition of intimate partner violence, why the policy exists (its purpose and goal), who is covered under the policy, the roles and responsibilities of staff and managers, and an outline of the supports available for people affected by intimate partner violence. The policy can:
 - Recognize employees' need for flexible working hours and time off to access service providers (additional paid leave).
 - Provide financial support (such as emergency or advance pay, or emergency financial assistance).
 - Encourage easy access to information and resources inside and outside the workplace, including legal, medical and financial support (emergency accommodation, counselling support, medical care, legal aid).
 - Support safety planning and security precautions.
 - Accommodate temporary work performance challenges.
 - Prohibit discrimination and protection from dismissal for employees who experience violence.
- Develop policies in line with survivor centric principles.
- Seek peer support from other organizations, or experts.
- Engage specialists on intimate partner violence – organizations and individuals – to support your organization to address intimate partner violence as a workplace issue through advisory support and developing tailored approaches aligned to your working environment, size, budget and identified challenges.
- Ensure confidentiality and transparency in access to support and the reporting process.
- Ensure the policy is easily accessible to all staff (consider working environment, location, language, literacy and access requirements).
- Ensure support mechanisms are clear and in place before announcing a policy, so that staff can seek support immediately if required.

- Identify clear metrics to track progress (e.g. employee engagement and comfort to disclose increase by X per cent).
- Develop communication materials for staff and leaders to better understand the reason why intimate partner violence is a workplace issue, why the organization is responding and how staff can access support. Share easily accessible content with staff such as the IFC domestic violence workplace video .
- Engage local providers or experts to train staff, leaders and people managers on how to recognize, respond and refer disclosures of intimate partner violence, safely and sensitively. The training should align to the policy and services available by your organization and should also clearly identify referral pathways and locally available services. Training should be continual, so that first responders are constantly updating their knowledge and to account for any staff turnover of first responders.
- Ensure training is accessible for staff across working environments (consider language, online, face to face, relevant examples and scenarios).
- Include guidance on the national laws and obligations of each office location (listed in the World Bank Compendium).



6 RAISE AWARENESS AND SUPPORT COMMUNITY PREVENTION EFFORTS

- Engage leadership and employees in the global UNiTE campaign to end Violence against Women (Orange Day) or White Ribbon Day activities that promote awareness of and action against violence against women.
- Build relationships with local intimate partner violence programmes and shelters and where possible, support their needs and consider aligning corporate social responsibility programmes with local women's shelters or prevention of violence programmes.
- Identify opportunities for employees to engage and provide support to local intimate partner violence services such as volunteering, sponsorship or fundraising.
- Consider what your organization can contribute to customers and communities due to your specialization, products, markets, resources, etc. (See the examples in the case studies regarding ways that banks and telecommunications companies have leveraged their resources to support survivors of intimate partner violence).



7 MONITOR AND EVALUATE THE IMPACT OF THE WORKPLACE RESPONSE

- Monitor the workplace response at least once annually, paying attention to how the policy is utilized and seek to understand employee comfort levels to disclose their experience of violence to colleagues.
- Consider the next phase of the workplace response especially around access to behaviour change support for perpetrators of violence.
- Consider the social value in addition to the economic value that a workplace response can bring.

TOOLS AND REFERENCE MATERIALS



The following list of tools and resources includes a selection of promising practices and research. As the legislative and policy context of each country is unique, it is advised that interested parties review these sources in their country's context to ensure that responses are developed in line with relevant minimum standards and legislation.

Bel Isi

Name: Family and Sexual Violence Toolkit

Available here: www.belisipng.org.pg/resources

Detail: This toolkit provides information on key issues related to family and sexual violence as well as information on where to access support in Papua New Guinea.

BSR HERproject

Name: Women's safety in the workplace toolkit

Available here: <https://herproject.org/insights/view/womens-safety-in-the-workplace-toolkit-guide>

Detail: BSR has developed the toolkit in collaboration with the Confederation of Indian Industry's Centre of Excellence for Sustainable Development and in consultation with its members to provide guidance for companies seeking to strengthen their own policies and activities that prevent and address sexual harassment.

DVFree

Name: Guidelines for policy and procedures

Available here: www.dvfree.org.nz/dvfree-guidelines-for-policy-procedures

Detail: These guidelines provide detailed guidance, with background information and specific suggestions, to help employers make the workplace safe and supportive for employees experiencing intimate partner violence, know how to manage staff who perpetrate intimate partner violence and raise awareness so all staff know what to do if someone they know is experiencing or perpetrating intimate partner violence.

Equality and Human Rights Commission

Name: Managing and supporting employees experiencing domestic abuse

Available here: www.equalityhumanrights.com/sites/default/files/domesticabuseguide.pdf

Detail: This guidance includes low-cost, common-sense practical tips and steps on developing an effective domestic abuse workplace policy.

Gender Equality Victoria (GEN VIC)

Name: Online active bystander project

Available here: www.genvic.org.au/

Detail: Gender Equity Victoria women's health services resource library has developed key evidence in violence prevention and an online active bystander project with a social media toolkit and video, the first of this kind in the world, to help people intervene when witnessing harassment in person or online.

Make It Our Business

Available here: <http://makeitourbusiness.ca>

Detail: Make It Our Business develops resources to engage employers and other workplace stakeholders to prevent workplace domestic violence, to support employees at risk of or currently experiencing domestic violence, and to improve workplace health and safety. It outlines how employers, supervisors, managers, human resources professionals, security personnel, union representatives, and co-workers can recognize abusive relationships, respond to domestic violence, and refer victims and abusers to supports that offer help.

Male Champions of Change

Name: Playing our part: Workplace Responses to Domestic and Family Violence

Available here: <https://malechampionsofchange.com/wp-content/uploads/2016/04/Playing-Our-Part-MCC-Letter-on-Workplace-Responses-to-Domestic-Violence.pdf>

Detail: In an Australian first, members of the Male Champions of Change who employ a collective 600,000 employees, released Playing Our Part: Workplace Responses to Domestic and Family Violence. Developed with support from experts, the guide suggests steps workplaces can take to play their part in reducing the prevalence and impact of domestic and family violence.

Our Watch

On its website, Our Watch has several freely available tools and resources to support organizations, step-by-step, to take action on workplace equality and respect.

Available here: <https://workplace.ourwatch.org.au/tools-and-resources/>

Name: A team effort – preventing violence against women through sport

Available here: [www.ourwatch.org.au/What-We-Do/%E2%80%8BSports-Engagement-Program/A-team-effort-preventing-violence-against-wome-\(1\)](http://www.ourwatch.org.au/What-We-Do/%E2%80%8BSports-Engagement-Program/A-team-effort-preventing-violence-against-wome-(1))

Detail: Sport is a powerful environment to connect boys and girls, men and women with vital information, skills and strategies to push for inclusive, equitable, healthy and safe sporting spaces for everyone. If sport can continue to build the evidence by measuring what works and improving our understanding of the key levers for change, we will be closer to ending violence against women. Sport settings need to be innovative, drawing from current successes, previous learnings and national momentum, to drive cultural change and gender equality.

Name: Change the story: A shared framework for the primary prevention of violence

Available here: www.ourwatch.org.au/What-We-Do/National-Primary-Prevention-Framework

Detail: This framework makes clear is that gender inequality is the core of the problem and it is the heart of the solution. It identifies five essential and five supporting actions to address the factors that drive and reinforce violence against women. These actions need to be undertaken across the nation, in multiple settings, by a range of stakeholders

Name: Practice Guidance: Communications Guide

Available here: <https://workplace.ourwatch.org.au/resource/communications-guide/>

Detail: This guide provides advice to support the development of a communications strategy; some suggested key messages, communication channels and opportunities to align with international and national campaigns; and links to helpful resources.

Name: Practice Guidance: Dealing with Backlash

Available here: <https://workplace.ourwatch.org.au/resource/practice-guidance-dealing-with-backlash/>

Detail: Backlash is a normal part of the change process – when things change, many people's response is to push back because they feel uncertain, threatened or disagree with the change being proposed. If you lead initiatives in your workplace to prevent violence against women, thinking about backlash as part of your planning will support you to reduce risk, increase engagement and make progress.

Name: Practice Guidance: Workplace Support for Staff who Experience Family Violence

Available here: <https://workplace.ourwatch.org.au/resource/practice-guidance-workplace-support-for-staff-who-experience-family-violence/>

Detail: This guide provides information on family violence and the workplace; benefits to organizations of having family violence policies; workplace policy and practice considerations; and a sample family violence policy.

Name: Workplace Equality and Respect Standards

Available here: <https://workplace.ourwatch.org.au/what-is-workplace-equality-respect/>

Detail: Workplace Equality and Respect offers a step-by-step process that enables you to assess your organization and identify key actions to make lasting change and a suite of freely available tools and resources that help support you to take action.

Public Services Health & Safety Association (PSHSA) (Canada)

Name: Addressing Domestic Violence in the Workplace: A Handbook

Available here: <http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/OHSCC-Addressing%20DV%20in%20the%20Workplace.pdf>

Detail: This handbook provides suggestions to the employer, supervisor, union, joint health and safety committee/health and safety representative, co-workers and victims on how to address this issue.

United Nations

Name: Responding to Domestic Violence: A Resource Guide for UN Personnel in Nepal

Available here: <http://un.org.np/sites/default/files/DVRB-%20English.pdf>

Detail: This resource guide serves as a reference for United Nations personnel and their family members to better understand intimate partner violence and how individuals can support themselves and their colleagues to address this issue in families or workplaces. It provides a broad range of information and resources for those seeking assistance or wanting to learn more about intimate partner violence, including options for how to respond.

United Kingdom Department of Health and Safe Lives End Domestic Abuse

Name: Responding to colleagues experiencing domestic abuse: Practical guidance for line managers, Human Resources and Employee Assistance Programmes

Available here: <http://www.safelives.org.uk/sites/default/files/resources/DV%20Employer%27s%20guidance%20FINAL%20Update%203%20-%20SafeLives%20rebranded.pdf>

Detail: The guidance complements any existing employer policies or procedures on:

- Sensitive disclosures
- Harassment, stalking, violence or abuse: whether from a colleague, family member or anyone else.

Disciplinary action or misconduct in relation to employees as domestic abusers (whether alleged or convicted).

United Kingdom Chartered Institute of Personnel and Development and Chartered Institute of Personnel and Development

Name: Managing and Supporting Employees Experiencing Domestic Abuse

Available here: <https://www.equalityhumanrights.com/sites/default/files/domesticabuseguide.pdf>

Detail: This publication provides a list of ten low-cost, common-sense actions businesses can take to manage domestic abuse in the workplace.

UN Women

Name: A Global Women's Safety Framework in Rural Spaces: Informed by experience in the tea sector

Available here: www.unwomen.org/en/digital-library/publications/2018/12/global-womens-safety-framework-in-rural-spaces-informed-by-experience-in-the-tea-sector

Detail: This resource aims to assist organizations working in rural spaces to better understand violence against women and provide some key steps they can take to implement action.

UN Women and ILO

Name: Handbook: Addressing violence and harassment against women in the world of work

Available here: www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/addressing-violence-and-harassment-against-women-in-the-world-of-work-en.pdf?la=en&vs=4050

Detail: This handbook aims to bring together the literature, policies and practices, providing promising examples from countries across the globe. The handbook spans the public and private, as well as formal and informal sectors, exploring a broad spectrum of issues and contexts. It articulates relevant international and regional frameworks, provides guidance on the role of state and non-state actors and social dialogue, and includes practical information on how to prevent and respond to violence and harassment in workplaces.

UN Women Australia

Name: Taking the first step: Workplace responses to domestic and family violence

Available here: https://unwomen.org.au/wp-content/uploads/2017/12/Taking_the_First_Step_UNWNCA_Report.pdf

Detail: This report highlights the significance of domestic and family violence as a workplace issue. It chronicles the efforts of Australian organizations, large and small, across diverse industries to formulate promising workplace practices, policies and responses to domestic and family violence, with the goal of helping other organizations take the first step to protect and support employees experiencing violence.

Victorian women's health services

Name: Action to Prevent Violence Against Women

Available here: www.actionpvaw.org.au/home

Detail: An online resource to support organizations to understand and get involved in regional partnerships, regional action planning and other prevention of violence against women activities and to support practitioners in the field to connect with each other, access resources and deliver best practice initiatives.

Vodafone

Name: Vodafone toolkit on Domestic Violence and abuse at work: recognize, respond and refer

Available here: https://news.vodafone.co.nz/sites/default/files/2019-03/VODAFONE_Domestic%20Violence%20Toolkit%202019.pdf

Detail: The toolkit aims to provide information and resources about intimate partner violence and abuse and how it impacts on the workplace; and share practical examples of how managers and employees can make a difference to preventing and responding effectively to prevent intimate partner violence and abuse as it impacts on the workplace.

Workplaces Respond

Name: Tips for effective workplace education on domestic violence

Available here: www.workplacesrespond.org/resource-library/tips-effective-workplace-education/

Detail: Simple training methods and resources that effectively teach the impacts of domestic and sexual violence, and stalking can change a workplace culture and make workers safer.

Workplaces Respond

Name: Model Workplace Policy

Available here: www.workplacesrespond.org/resource-library/model-guidelines/

Detail: Clear guidelines help employers appropriately respond to intimate partner violence, sexual violence, and stalking impacting the workplace, and promote a workplace culture of prevention and support. Sample policy wording can be found here, but it is important to ensure that any policy aligns with standards and requirements of your industry and country.

World Bank

Name: Compendium of International and National Legal Frameworks on Domestic Violence

Available here: <https://openknowledge.worldbank.org/handle/10986/31146>

Detail: The 'Compendium' lists global laws, international and national legal frameworks, key instruments (national and regional) and domestic legislation on domestic violence. Publicly available information can be found at the Open Knowledge Depository of the World Bank. The Compendium is updated annually. The World Bank website also has compendiums on female genital mutilation and child marriage.

World Bank

Name: Violence against women resource guide

Available here: <http://www.vawgresourceguide.org/>

Detail: The purpose of this guide is to provide the reader with basic information on the characteristics and consequences of violence against women and girls, including the operational implications that violence against women and girls can have in several priority sectors of the International Development Bank and World Bank Group. It also offers guidance on how to integrate violence against women and girls prevention and the provision of quality services to violence survivors within a range of development projects. Lastly, it recommends strategies for integrating violence against women and girls into policies and legislation, as well as sector programs and projects.





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