

SUMMARY REPORT

ENDING VIOLENCE IS OUR BUSINESS

WORKPLACE RESPONSES TO INTIMATE PARTNER VIOLENCE IN ASIA AND THE PACIFIC



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, 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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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.

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

Sources:

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

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

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

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

v The Asia Foundation (2017). Impact of Domestic Violence on the Workplace in China.

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 in the workplace—ultimately results in lost productivity, absenteeism, isolation from co-workers, slowed career progression, and increased training and recruitment costs for employers.

Aside from being the right thing to do, there are many compelling business reasons to invest in developing workplace responses to intimate partner violence, including a reduction in employee turnover and associated administrative costs, a reduction in absenteeism, and an increase in morale and productivity from employees who feel safe and supported.ⁱ

- In Australia, domestic and family violence is estimated to cost Australian businesses AUD\$ 609 million annually (US\$ 416 million).ⁱⁱ
- Intimate partner violence does not stay at home. Up to 75% of women were also targeted at work either in person or via email, social media or telephone, which impacts the safety of co-workers, employers and customers.ⁱⁱⁱ
- 68% of women who have experienced intimate partner violence during their work-life felt safer at work than at home.^{iv}

A study in China^v found that:

- **45%** of respondents reported missing work in the past 12 months due to intimate partner violence.
- **71%** of survivors reported that their career advancement was negatively impacted due to lowered work performance, poor attendance and career disruption caused by having to change jobs or give up opportunities for professional training and promotion.
- Each survivor missed an average of **15 workdays**, took **11 days** of personal leave, and/or arrived late or left early from work **five times** in the past 12 months.

VIOLENCE AGAINST WOMEN IN ASIA AND THE PACIFIC

Violence against women and girls is one of the most serious, life threatening and widespread violations of human rights worldwide. Globally, one in three women have experienced sexual or physical violence in their lives, with most of this violence perpetrated by an intimate partner. Violence against women and girls occurs at home, in workplaces, in public and online spaces, and can culminate in femicide, the murder of women and girls.

Asia and the Pacific has more than half the world's population and some of the highest reported 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

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 widespread cultural acceptance of violence and the idea that intimate partner violence is a private matter. It is often considered a private matter that should be dealt within the family or relationship. This belief contributes to the invisible nature of intimate partner violence and increases the stigma around it.

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.

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. 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.

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.



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

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).

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 the 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



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

71%

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

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.

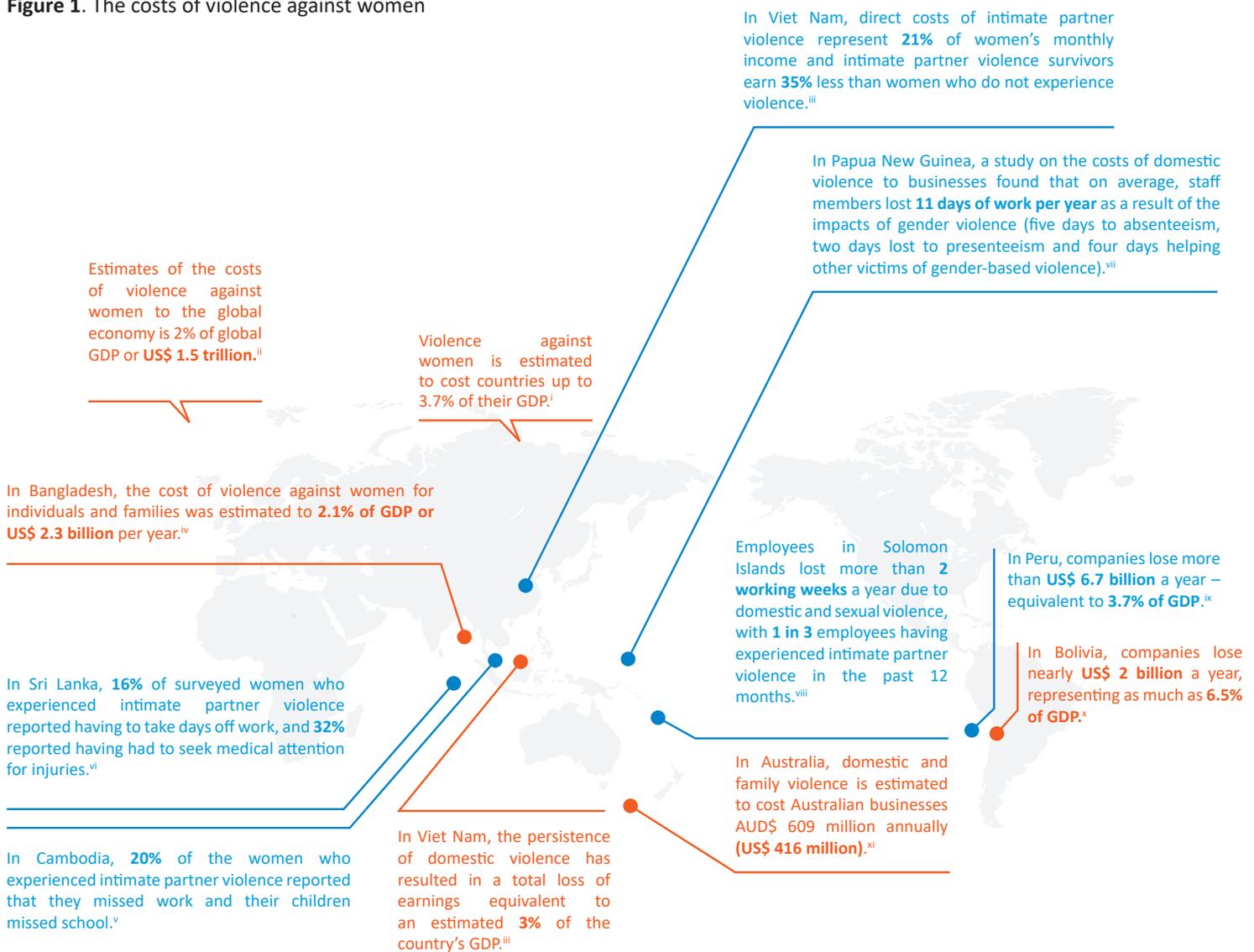
xi. UNODC (2016), *Global Report on Trafficking in Persons*.

THE COSTS OF VIOLENCE AGAINST WOMEN

Violence, both at home and in 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.²

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. For businesses, research has found significant costs in terms of decreased productivity due to violence against women that occurs both in and outside the workplace. In Australia, domestic and family violence is estimated to cost Australian businesses AUD\$ 609 million (US\$ 416 million³) annually by 2021.⁴

Figure 1. The costs of violence against women



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 from Implementing Workplace Responses to Domestic and Family Violence Australia.

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

3 Exchange rate as of October 2019.

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

INTERNATIONAL STANDARDS

In 2019, the International Labour Organization 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 intimate partner violence, as appropriate, except on grounds unrelated to domestic 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

THE BUSINESS CASE

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. Through support, information and referral to critical services, employees can find protection from violence they may experience at home. In addition, income represents independence for an employee suffering from violence at home, and employment might be the determining factor in whether they are able to leave a violent relationship or not.

Addressing violence against women within the workplace is critical in supporting employees who may be experiencing violence, but it is also a 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 and making sure they remain employed 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 considerable benefits for companies:⁵

- 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.

⁵ Donna Chung, Carole Zufferey and Anastasia Powell (2012). Preventing violence against women in the workplace (An evidence review: full report) (Victorian Health Promotion Foundation).

INTIMATE PARTNER VIOLENCE AT WORK

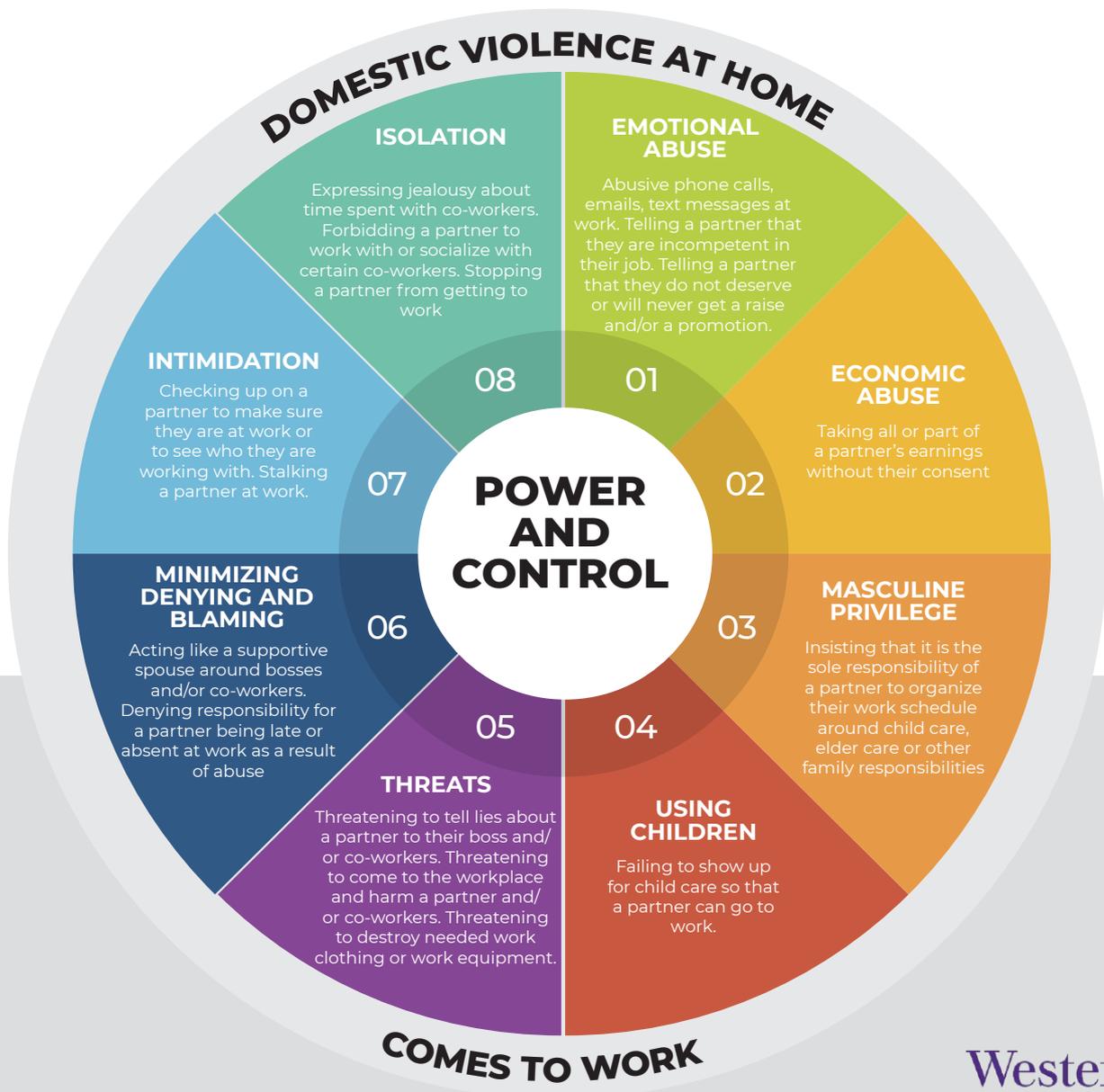
Intimate partner violence affects women’s full and active participation in the labour market, and many women experiencing intimate partner violence end up leaving their jobs. Violence results in loss of income and increased personal costs for women who experience violence, due to the cost of seeking assistance and days off work. 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 victim's 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 programmes 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.⁶

Figure 2. 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".

THE CASE STUDIES

This publication focuses on intimate partner violence, which 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 yet 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.

These case studies share promising practices and lessons learned from organizations across the Asia-Pacific region that are implementing workplace responses to intimate partner violence. They feature 14 organizations from 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 can be made if more business leaders commit 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 organizations featured in this report as a key factor in the success of workplace responses to intimate partner violence. Senior leaders and managers are especially effective when they drive workplace cultures that prioritize equality and respect and challenge behaviours and norms that perpetuate violence.

The case studies highlight elements that 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, and support and promote gender equality and zero tolerance to violence.⁷ As many of the case studies highlight, having a policy alone is not enough: a demonstrated commitment as well as financial and practical support, and a culture that encourages employees to access the benefits provided in the policy 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. Some of the promising practices showcased by the organizations in this report are:

- Leadership commitments
- Flexible work arrangements
- Paid leave
- Referral to support services
- Trainings and communication on the causes and consequences of intimate partner violence, and 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:⁸

- 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

⁷ UN Women and ILO (2019). Handbook: Addressing violence and harassment against women in the world of work.

⁸ Our Watch (2018). Workplace Equality and Respect Standards, p. 20.

CASE STUDY #1

**ORGANISATION**

Business Coalition for Women in Papua New Guinea (BCFW)

SECTOR

Business Support

COUNTRY/IES OF WORK

Papua New Guinea

BACKGROUND

Established in 2014, the BCFW aims to help the private sector recruit, retain, develop, and promote women – as employees, leaders, customers and business partners. The Coalition identified intimate partner violence as a major barrier to women’s full participation in the formal economy, and in 2016 began encouraging members to develop workplace responses.

The Coalition identified the core elements of a successful response, aligned with the Papua New Guinea Family Protection Act:

- **Referrals to emergency services** – accommodation, sexual violence units, legal aid.
- Access to **counselling**.
- **Flexible work schedules**, including reasonable adjustments to work location and times.
- Information on creating a personal **safety plan**.
- Financial support – upfront payments or low-interest loans.
- Consideration of employee **literacy and ability** to access resources.
- **Monitoring** the use of the policy and adjusting it as necessary.

WHAT WORKS?

- **Leadership buy-in** – strong support from the top.
- **Building an understanding** of intimate partner violence and how it impacts the workforce.
- A clear **business case** – outlining the value of response.

CHALLENGES

- **Disparity of resources** – difficult for small organizations to invest in services and training.
- **Understanding and awareness takes time** – organizations often want quick, measurable results.
- **Limited services** for survivors and perpetrators of violence.

“We have managed to retain valuable staff we might otherwise have lost. Importantly too, we are increasingly becoming known as an ‘Employer of Choice’ amongst Papua New Guinean women.”

– John Gethin-Jones, previous Managing Director, Coalition member company

CASE STUDY #2

**ORGANISATION**

CARE International Papua New Guinea (CIPNG)

SECTOR

Development

COUNTRY/IES OF WORK

Papua New Guinea

BACKGROUND

CIPNG implements development and relief projects across Papua New Guinea, addressing gender-based violence and increasing women’s opportunities to earn an income. The focus on women’s empowerment means CIPNG is acutely aware of the impact that endemic violence has on workplaces and their employees, including their own.

CIPNG created an intimate partner violence policy in 2013 and revised it in 2017, with a resulting increase in support requests: 12 cases were reported in the first half of 2019, and six people made use of services. Staff are made aware of the policy during regular training and encouraged to access support. Provisions of the policy include:

- **Building understanding** of intimate partner violence.
- Referral to **counselling**.
- **Transport and phone access** to help obtain services.
- **Leaves** to attend legal, medical, or counselling services.
- **Accommodation and child care** support.
- **Financial support** for medical and other costs.
- **Accompaniment** to medical, legal and support services.
- Confidential **security** measures such as relocation.

WHAT WORKS?

- **Leadership** engagement and sponsorship.
- Ongoing awareness-raising and **education**.
- Creating a **culture of zero tolerance**.
- Dedicating appropriate **resources**.
- Highlighting **role models and advocates** (both men and women) who have experienced violence.
- Empowering employees to be proud of their policy – **promoting the policy widely** reduces stigma, and makes people feel safe when seeking help.

CHALLENGES

- **Tension with local culture** – reconciling policy with generations of customs and behaviour.
- **Limited availability of counselling and support services**.

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

– Justine McMahon, County Director, CARE International Papua

CASE STUDY #3



ORGANISATION

Coffey International (Coffey)

SECTOR

International Development

COUNTRY/IES OF WORK

Papua New Guinea

BACKGROUND

An international development organization, Coffey joined Tetra Tech in 2016, a leading provider of consulting, engineering, programme management, construction management, and technical services. Coffey's Family and Sexual Violence (FSV) policy, introduced in 2012, aims to address the effects of intimate partner violence and develop a compassionate, supportive and safe workplace. In addition to the provisions in the FSV policy, Coffey trains FSV Support Officers in each office to coordinate the response to intimate partner violence. The policy is extended to all staff of partner organizations who may receive services or funding from Coffey. The FSV policy includes:

- **Leave** (on a case by case basis) to attend medical, counselling, or legal proceedings.
- Establishing a **safety plan**.
- **Changes in work arrangements**, including temporary shifts in work location or duties.
- **Financial support** – salary advances; direct payment of medical costs recouped from insurance or salary deduction.
- **Free counselling** sessions via employee assistance programme.
- **Mobile phone credit** so victims can contact services and stay connected with family.
- **Referrals to support services** (emergency accommodation, welfare services, counselling).

WHAT WORKS?

- **Trained support staff** – dedicated, clearly identifiable support staff ensure responses are appropriate and employees feel comfortable disclosing violence.
- Maintaining **confidentiality** – crucial to ensure staff feel safe.
- Consistent **reiteration and communication of support available** – builds trust and increases confidence to disclose.
- **Information sharing** between organizations – ensures effectiveness and allows policy to evolve.

CHALLENGES

- **Complex local context** and cultural attitudes toward violence.
- **Lack of confidence in seeking support** – important to remind staff that disclosure will be kept confidential, with no consequences for any employee reaching out for support.

CASE STUDY #4



ORGANISATION

Commonwealth Bank

SECTOR

Banking

COUNTRY/IES OF WORK

Australia

BACKGROUND

Commonwealth Bank is the leading provider of financial services in Australia. In 2015, it developed a comprehensive workplace response to domestic and family violence, engaging experts to inform the strategy. With over 40,000 employees, the company recognizes that it has perpetrators, survivors and bystanders among its people. The company's policy includes:

- **Leave** – provision of unlimited paid leave for employees living in a domestic violence situation; five days for employees caring for affected family members.
- **Specialized counselling** – 24/7 access via the employee assistance programme.
- **Domestic Violence First Response Guide** – assists HR and managers in supporting employees.
- **Training** – an intensive course developed with experts delivered to over 600 employees, including customer identification and support. An online module is available to all employees.

Commonwealth Bank's policy shows how each company can use its unique reach, skills and expertise to be part of a community-wide response to the issue. In 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. This can include support to help people get a job when they are ready.

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.

WHAT WORKS?

- **Leadership commitment and role modelling** – instrumental in getting started, building and expanding support.
- Rely on **experts** – provides holistic response, maximizes support, avoids unintentional harm.
- Build **business case** and **understanding** of domestic and family violence as a work issue.
- **Identify the key area that a company can make the most impact.**

CHALLENGES

- **Engage with specialists to minimize any further harm.**

CASE STUDY #5



Creating Markets, Creating Opportunities

ORGANISATION

International Finance Corporation (IFC) – 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)

BACKGROUND

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 Fiji, Papua New Guinea and Solomon Islands, where violence against women is twice the global average. Since 2014, the IFC has worked with companies to build a business case for a workplace response to domestic and sexual violence. A study in Fiji showed that domestic and sexual violence translated to almost 10 days of lost work per employee each year.⁹ In Solomon Islands, the rate was two work weeks per year.¹⁰

IFC has a comprehensive approach to addressing domestic and sexual violence as a workplace issue, including:

- **Building the business case for workplace responses to domestic and sexual violence** – studies in Fiji and the Solomon Islands documented the impact of violence for workplaces.
- **Developing policy guidance to better equip businesses to address the issues:**
 - Referral services – providing information about support in the community.
 - Leave – allowing employees to attend to medical/legal assistance.
 - Safety planning.
 - Perpetrator policy – managing employees accused of domestic or sexual violence.
 - Confidentiality and non-discrimination provisions.
- **Supporting other workplace responses through workshops and training** with the private sector.
- **Engaging the community to provide support to those experiencing violence**, including through fundraising for support services.
- **Monitoring and evaluating to determine the impact of the programme and the next steps.**

“Domestic violence is a big contributing factor to absenteeism. 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)

WHAT WORKS?

IFC has worked with over 18 businesses 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**. Key factors contributing to the overall impact.

- **Creating safe and respectful workplaces** by addressing bullying and harassment.
- **Involving women and men** – acknowledging men can experience domestic and sexual violence too.
- Facilitating private sector engagement with service providers for a **‘whole of community’** response.
- **Adequate preparation** – policies and procedures in place, and first responders trained to handle disclosures.



Photo: UN Women/Lisa Kingsbury

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

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

CASE STUDY #6



ORGANISATION

National Alliance of Teachers and Office Workers (NATOW)

SECTOR

Union

COUNTRY/IES OF WORK

Philippines

BACKGROUND

NATOW is a 37,000-member union which seeks to improve the quality of schools and the benefits and working conditions of its members. A 2016 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, NATOW has started collecting data on both the incidence of intimate partner violence amongst its members and the referrals made to service providers. NATOW is currently working with school administrations to broaden participation in responding to violence experienced by teachers and other staff. This includes:

- Understanding existing mechanisms that could be used for addressing intimate partner violence.
- Preparing a manual for workplace intervention outlining appropriate response to disclosures and referrals for legal and support services.

NATOW has created women's committees in local unions to implement prevention initiatives, respond to cases and monitor and evaluate programmes.

WHAT WORKS?

- **Advocates and role models** – impactful testimonies and examples from survivors and responders.
- **Communication** – teachers are excellent communicators and are effective in sharing resources and raising awareness.
- **Strong business case** – successfully converts discussion into a labour issue.

CHALLENGES

- **Overcoming the stigma** – people are afraid to speak up due to perceived personal/professional consequences.
- **Informing members** about the law and their rights.
- **Pace of change** – remaining focused when societal challenges take time to overcome.
- **Building confidence in confidentiality**, which is paramount for a safe disclosure.



Photos: NATOW

CASE STUDY #7



ORGANISATION

National Rugby League (NRL)

SECTOR

Sporting

COUNTRY/IES OF WORK

Australia, Fiji, Papua New Guinea, Samoa, Tonga

BACKGROUND

The NRL is a sport and entertainment business which is using the power and popularity of sport to inspire positive social change. It employs 500 staff in Australia and 50 across the Pacific. In 2014 the NRL reviewed its community engagement programmes to gauge where they could have the most impact and prevention of intimate partner violence was identified as a top priority. In response, the NRL partnered with expert partners – Rape & Domestic Violence Services Australia, Our Watch and White Ribbon Australia – to develop the grassroots ‘Voice Against Violence’ programme, which was piloted in Australia in 2016 and implemented in Papua New Guinea, where 68 per cent of women experience sexual/physical violence from an intimate partner.¹¹ The programme leverages the game’s reach, popularity, clubs and players to engage the rugby community to stand up and speak out against violence. **A 2018 annual impact report found that every \$1 invested created \$4.09 in social value.¹² This is compelling evidence that investing in prevention is not only a social good, but makes economic sense.**

Core components of the NRL’s efforts to address intimate partner violence within the organization and the wider society include:

- **Community prevention work:** delivered to Rugby League clubs of all levels, the Voice Against Violence programme aims to increase participants’ awareness and understanding of gender-based violence, weaving messages and statistics into training exercises. The programme is regularly monitored.
- **Promoting violence prevention messages in the media,** leveraging the influence of player advocates, in partnership with experts.
- **Internal domestic violence policy:** counselling, 10 days paid leave, flexible work, work safety plans, mandatory training for all managers led by expert partner, financial support.
- **Dealing with perpetrators:** the NRL introduced the “No Fault Stand Down rule”, which bans players charged with a serious offence from playing until completion of the criminal case. This policy supports the message that violence will not be tolerated.

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

– Peter Beattie, Australian Rugby League Commission

WHAT WORKS?

- Consider **cultural context** – working across countries requires research to ensure appropriate messaging.
- Prepare for **backlash** and have mitigation strategies in place.¹³
- **Understand the organization’s unique opportunity to have an impact. The NRL allows for grassroots and national change through local clubs and elite player advocates.**
- Actively seek out **best practices** and **support from experts** and service providers.

CHALLENGES

- **Responding to perpetrators in the sport,** especially those with a high profile. Selecting ambassadors for the cause can be powerful but must be done with careful consideration.
- **Effective programmes takes time and investment in capacity building** to reduce risk of backlash and ensure positive change in behaviours.



11 UNDP, UNFPA, UN Women and UNV (2013). Why Do Some Men Use Violence Against Women and How Can We Prevent It? Quantitative Findings from the UN Multi-country Study on Men and Violence in Asia and the Pacific.

12 See <http://www.socialvalueuk.org/what-issocial-value/>

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

CASE STUDY #8



ORGANISATION

Newcrest Mining Limited

SECTOR

Resources and Mining

COUNTRY/IES OF WORK

Papua New Guinea and Global

BACKGROUND

Newcrest is one of the world's largest gold mining companies. After observing employees with violence-related injuries and safety issues caused by distraction and fatigue, leadership saw the impact of violence on business and decided to address it.

In 2014 Newcrest developed the 'Trupla Man Trupla Meri' (TMTM) programme. 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. Initially focused internally, the programme is now available to the community. 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. **It found that supporting employees and promoting respectful relationships contributes to a safe and productive business.** It has also reduced absences and created a culture of lively and honest sharing. The success of TMTM is now underpinned by a global Family and Domestic Violence policy, including:

- Access to **paid leave** for people experiencing violence.
- **Communications, guidance and resource support** – understanding support available and how to access it is crucial to increase comfort to disclose.
- Referrals to **counselling for both survivors and perpetrators.**

"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?

- **Executive leadership support and investment.**
- **Allocating appropriate resources** – dedicated annual budget to support and embed activities across the business.
- **Consider support for perpetrators of violence** – sensitive and discreet treatment can help change behaviour.
- **Community engagement** – a radio show and training program enables employees to lead and influence positive behaviour.
- **Ensure confidentiality** – privacy and trust can increase use of the policy.
- **Seek support and expert advice** from specialist organizations.

CHALLENGES

Navigating the complex gap between expectations for behaviour at work and home. Newcrest identified the need to address the gap by continuing to evolve the TMTM programme in communities.



Photo: Newcrest Mining Limited

CASE STUDY #9



ORGANISATION

National Rugby League (NRL)

SECTOR

Sporting

COUNTRY/IES OF WORK

Australia, Fiji, Papua New Guinea, Samoa, Tonga

BACKGROUND

Among the fastest growing businesses in the region with 200 staff across eight branches, SSAB is recognized as a leader in stationery and educational supplies and a vocal supporter of education charities and ending violence against women. This advocacy stems from the CEO's personal passions and belief that businesses should play a role in ending violence. SSAB introduced its domestic violence policy in 2018. Any staff found to have committed intimate partner violence is suspended for two weeks to undergo counselling, and must sign a legal agreement pledging to not commit violence again. Breaching this agreement results in termination. In addition to holding perpetrators accountable, SSAB offers sessions with the CEO and Executive Officer on how to access support. SSAB employees regularly participate in advocacy and awareness activities to help raise awareness about violence against women in the community.

WHAT WORKS?

- **Leadership commitment** – important in setting expectations and role modelling behaviours. Leadership drives the agenda to end intimate partner violence, which is woven into the culture of the business.
- **Education and awareness** – build awareness among staff and the community through participation in monthly UNiTE to End Violence against Women “Orange Days” and use of company social media accounts.

“We are proud SSAB has been a leader in creating a work environment where survivors are nurtured and supported. We hope other businesses will also take a lead role in stopping workplace harassment and 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 Commerce

CASE STUDY #10



ORGANISATION

St Barbara

SECTOR

Resources and mining

COUNTRY/IES OF WORK

Papua New Guinea

BACKGROUND

An Australian-based gold producer and explorer, St Barbara is the primary employer on the island of Simberi. Although women represent just 15 per cent of the 700 workers in Papua New Guinea, the company decided to commence providing support in 2015, when evidence of intimate partner violence continued to surface internally. In 2017 St Barbara launched its Domestic and Family Violence Policy, recognizing that a safe workplace is fundamental to the company's success and the well-being of employees. The policy includes:

- **Leave** – up to five days special leave on a case by case basis.
- **Counselling** – professional and confidential on-site counselling for men and women every month.
- **Safety and Security** – the ‘Gender Smart Safety’ programme addresses safety concerns specific to women and includes an audit to identify locations where women may feel at risk of assault.
- **Training and awareness** – targeting both male and female employees (in separate sessions), the Warrior Programme enlists community role models (i.e. former footballers) and following its success, is now offered to the broader community.
- **Financial support** – interest-free loans to assist with medical, legal or other expenses.
- **Community engagement** – commitment from suppliers to support gender equality; support for the government's roll-out of a country-wide model intimate partner violence policy.

WHAT WORKS?

- **Continuous monitoring of approach** – testing and refining ensures policy delivers the most impact.
- **Target men and women** – the most effective programmes address both perpetrators and survivors.
- **Connect with existing initiatives** to learn from local initiatives and the broader industry.

CHALLENGES

- **Limited knowledge and understanding of workplace impact** – outside experts help build understanding and appropriate responses.

“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

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, with a headcount of over 30,000 staff. A founding member of the Male Champions of Change, Telstra is committed to boosting gender equality across the workforce, including a key focus on supporting staff experiencing intimate partner violence. Telstra launched its domestic violence policy in Australia in 2014, and globally in 2016. The policy includes:

- **Leave** – 10 days paid with the possibility to extend as required.
- **Flexible working arrangements.**
- **Counselling** – access to Telstra's 24-hour employee assistance programme.
- **Guidance and tools** – developed for managers to support staff experiencing or using violence, and communicated widely.
- **Regular monitoring** – annual measuring of employee engagement and the number of employees who access policy provisions.

WHAT WORKS?

- **Leadership buy-in** – approach the challenge with a “how do we address” mindset rather than “should we?”
- **Address root causes** – promote shared care and equal pay to address gender inequality.
- **Make policies explicitly inclusive** – ensure responses address all genders and lesbian, gay, bisexual, transgender and intersex staff.
- **Make the policy known** – communicate the provisions available.
- **Prioritize Confidentiality** – ensuring it is a crucial element of success.
- **Build employee, customer and community commitment** – advocacy and partnerships with local initiatives.
- **Aligning with business purpose** – Telstra donates new smart phones and prepaid credit to survivors of violence through Women's Services Network's Safe Connections programme, using its core business to drive meaningful action and support. To date, Telstra has donated 20,000 phones under the Safe Connections programme.

CHALLENGES

- **Maintaining confidentiality** – essential but difficult when using different systems across sites. Confidentiality is critical to ensure that there will not be any unintended consequences of revealing who has accessed support options.
- **Resourcing decline** – business benefits should be considered when reviewing resources. Despite some difficult resourcing decisions, addressing domestic violence has remained a priority.

CASE STUDY #12



ORGANISATION

Westpac

SECTOR

Banking

COUNTRY/IES OF WORK

Fiji

BACKGROUND

Westpac provides a variety of banking services with nearly 570 staff in Fiji, where 64 per cent of women experience intimate partner violence in their lifetimes¹⁴ Addressing it is a priority since the company recognizes its workforce – which is 58 per cent female – is impacted by the issue. **An increase in staff coming forward to seek assistance demonstrates the clear value of Westpac's workplace response programme.** The response includes:

- **Counselling** – confidential, professional guidance for staff and immediate family members.
- **Leave** – employees and carers can access sick and carers leave; special leave can be granted.
- **Flexible work** – it is the manager's duty of care to ensure changes in working arrangements if needed.
- **Training and awareness raising** – mandatory training for all managers.
- **Safety and security plan** – supported by the manager and security services.
- **Financial support** – hardship support on individual basis; referrals for emergency accommodation.
- **Reporting** – staff can share concerns for employees' well-being online; response is confidential.

WHAT WORKS?

- **Leadership engagement** – visible role models are critical.
- **Assigning an intimate partner violence 'champion'** – the Manager for Retail Banking has helped spread the word and raise the profile of the issue.
- **Ensuring accessibility of information** – making policy and support details accessible in a range of formats to build awareness and trust.
- **Training key people leaders** – ensuring managers understand available support and how to respond.
- **Link the policy with existing health and safety policies** to increase support.
- **Community engagement** – staff have one day per year for “community leave” and can volunteer with the affiliated Fiji Women's Crisis Centre.

CHALLENGES

- **Adapting guidance to local context** – time and trials were required to adapt guidance from Australia to Fiji.
- **Awareness and access to information** required creative thinking and materials in different languages and formats.

14 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.

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 provides financial and technical support to developing countries with the goal of reducing poverty and promoting shared prosperity. In Asia and the Pacific, the Bank employs almost 900 staff, of which 57.5 per cent are women. The prevention of violence is a priority both internally within the organization and within the communities where their projects are delivered.

The World Bank has been addressing intimate partner violence as a workplace response since 1975. 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, including for perpetrators. The services include:

- **Counselling** – through a 24-hour hotline as well as an option for in-person counselling where logistically feasible.
- **Immediate crisis intervention** – such as medical support or safety evacuations.
- **Legal consultation** – referrals to family and intimate partner violence/immigration/criminal attorneys.
- **Financial support** – on a case by case basis, including for emergency and protection orders.
- **A specific response process for all disclosures** – initial assessment with Domestic Abuse Prevention team, danger risk assessment, referrals to internal and external support services.

WHAT WORKS?

- **A senior champion** – builds a culture where intimate partner violence is less stigmatized and staff seeking help feel supported.
- **Highlighting organizational benefits** – leadership support is enhanced when the benefits are clearly articulated.
- **Creating a clear response process** – builds trust that disclosures will be treated seriously and confidentially.
- **Embedding intimate partner violence prevention within existing staff code of conduct.**
- **Establishing an advisory committee** with representatives from across the organization including health services, human resources, staff association, corporate security, ethics, specialized lawyers and the family network.
- **Organizing educational and outreach events** on domestic abuse topics.

CHALLENGES

- **Addressing perpetrators within the workplace** – zero tolerance policies risk harm as job loss and financial stress can exacerbate the situation. Mechanisms are in place to support perpetrators to seek counselling or behavior change programmes.
- **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.



Photo: UN Women/Betsy Davis

WORLD BANK'S PACIFIC TRANSPORT PORTFOLIO

The Bank's Pacific Transport Global Practice is integrating intimate partner violence and sexual exploitation prevention and response into all its projects. Piloted in Tuvalu, Vanuatu and Samoa in 2017, more than 10 countries now have an intimate partner violence lens across transport projects. New and existing projects are integrated to include:

- **Assessment** – a detailed map of local service providers and prevention work and meaningful participation of women and girls in project development and implementation.
- **Risk mitigation** – to reduce harm and the number of cases.
- **Access for all personnel to key measures** including codes of conduct and training.
- **Response** – ensure every project has a system in place, and is connected to broader systems.
- **Monitoring and evaluation** – to ensure adequate activities and policies, measure impact of the programme in communities, and understand where to invest resources and provide support.

WHAT WORKS?

The 2017 World Bank Group Gender-Based Violence Taskforce report provides recommendations for avoiding sexual exploitation and abuse in projects, which can be applied to developing responses to intimate partner violence:

- **Developing a robust risk assessment** – identify high risk areas along with mitigation and response strategies.
- **Building and fostering relationships with community partners and service providers.**
- **Identifying senior-level internal champions** – encourages open, honest discussion and builds a culture of safety where staff are more likely to seek support.
- **Clearly articulated benefits and outcomes** – track success and link it to efficiency and quality of work.
- **Work with and through existing systems** – ensure response is complementary rather than duplicative.

“Through the Samoa Aviation Investment Project, the World Bank worked with the project contractor to develop domestic violence materials and training. The contractor was really open to the process, updating their own existing domestic violence policies. They even identified financial management challenges staff were facing, and decided to provide further training to help them manage household stresses.”

– World Bank Group, GBV Specialist, Transport Project Pacific

CONNECTING SEXUAL HARASSMENT AND INTIMATE PARTNER VIOLENCE



Female workers in global supply chains experience high levels of harassment and violence, which is rooted in unequal power balances between men and women. Business for Social Responsibility (BSR), a global not-for-profit business network, developed the “HERproject” to unlock the full potential of women working in global supply chains through interventions on health, financial inclusion and gender-based violence. “HERrespect”, one aspect of “HERproject”, focuses on violence prevention through workplace-based interventions to address the root causes of violence and shift norms that reinforce unequal relationships. 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.

Effectiveness is monitored through measuring shifts in attitudes and behaviours. By sensitizing management and workers to its causes, BSR is witnessing a decrease in the acceptance of violence against women, including intimate partner violence. Key outcomes include:

- In Bangladesh, 54.2 per cent believed there are times a woman deserves to be beaten. After training, this decreased to 0.6 per cent.
- Awareness of what constitutes sexual harassment increased from 62 per cent to 82 per cent in India.
- Acceptance of punishment from supervisors decreased from 40 per cent to 21 per cent in India, and from 80 per cent to 71 per cent in Bangladesh.

WHAT WORKS?

Key factors contributing to overall impact include:

- **Establishing a strong business case** – support for investment in programmes requires measuring impact in a quantitative way that articulates the business benefits such as cooperation in the workplace and positive impact on productivity.
- **Engaging with local experts and advocates** – their expertise ensures understanding of local context.
- **Establishing a safe space** – important for open and honest discussion. Use of participatory techniques enables practical understanding.
- **Strong support from local management** – buy-in critical for sustainable behaviour change across the organization.

CHALLENGES

- **Policy alone is not enough** – comprehensive approaches are more impactful, ensuring employees are engaged and understand their role in addressing violence.
- **Resourcing** – both financial and time investments are critical but hard to negotiate.

GETTING STARTED IN YOUR ORGANIZATION

These are the key learnings and sample actions from the featured case studies, which can be implemented in any organization. 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. The full report provides more details, along with resources and a toolkit.



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

- Review guidance and resources about addressing domestic violence or intimate partner violence in workplace settings.
- Invite specialists such as national or local women's organizations that are addressing intimate partner violence to provide training and facilitate discussions with leadership, employees and task forces (such as Diversity and Inclusion groups) that will focus on this issue.
- Collect data through confidential staff surveys to understand employees' awareness and experience of violence and the impacts on their lives and work.¹⁵
- 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.



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 of 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—both men and women—access to flexible work options and parental leave.
- Sign up for and implement the Women's Empowerment Principles, a set of actions to advance gender equality in the workplace.¹⁶



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.



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.

¹⁵ See the WEP Gender Gap Analysis Tool, Our Watch staff survey or Workplace Self-Assessment Tool for ideas to get started.

¹⁶ 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



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 provide 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 accessing 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 from your organization and should also clearly identify locally available services. Training should be continual, to ensure first responders constantly update 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, culturally 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 in disclosing their experience of violence.
- 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.

WHY ARE SO MANY WOMEN AND GIRLS RELUCTANT TO REPORT VIOLENCE?¹⁷

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 shame will intensify if they tell people who reinforce the stigma or they 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 consequences 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?¹⁸

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.

¹⁷ 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

¹⁸ Ibid.

WHAT CAN YOU DO IF YOU SUSPECT SOMEONE YOU KNOW IS EXPERIENCING INTIMATE PARTNER VIOLENCE IN THE WORKPLACE OR AT HOME?¹⁹

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, 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. For a list of international and country-linked organizations, please visit <https://www.thepixelproject.net/resources/domestic-violence-incest-resource-page/>

TOOLS AND RESOURCES

The full report provides a list of tools and resources. It is accessible at <http://bit.ly/violenceisourbusiness>.

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