

PART B
**PREVENTING AND ADDRESSING SEXUAL
HARASSMENT AND VIOLENCE IN THE
WORKPLACE: PRACTICAL STRATEGIES**

Module 5: The role of managers and supervisors in preventing sexual harassment in the workplace

Learning objective

The contents of this module provide information and resources for participants to:

- Develop strategies, including training and awareness-raising, to assist managers and supervisors in global supply chains to become better aware of the risks of gender-based violence

Module contents

One briefing:

- Briefing 5 – Workplace initiatives: the role of managers and supervisors

Three case studies of training and awareness carried out with managers and supervisors:

- Case Study 5.1: Ethical Trading Initiative: Equal treatment training for managers, supervisors and workers
- Case Study 5.2: Ethical Tea Partnership training to tackle discrimination and harassment in Kenya
- Case Study 5.3: Challenging sexual harassment in the textile sector through international support (Better Work)

Two learning activities (in Part C, electronic format):

- Activity 5.1: Identifying sexual harassment and violence in the workplace
- Activity 5.2: Role play on sexual harassment in the workplace

Target Audiences

This module will be of particular interest to representatives from:

- Employers' organizations and trade unions at local, national and international level
- Trainers of managers, supervisors and workers in global supply chains
- Multi-stakeholder initiatives and CSR stakeholders
- Multi-lateral and national organizations
- NGOs and local agencies, including law enforcement agencies
- International and local development programme planners

Briefing 5 – Workplace initiatives: the role of managers and supervisors

1. Introduction

Summary of key points

- Managers and supervisors have responsibilities in preventing sexual harassment.
- Tools to support managers and supervisors, including training and human resources policies, can help to prevent sexual harassment in the workplace.
- Targeted training programmes can help managers and supervisors to reduce the incidence of sexual harassment, for example, by reducing production pressures.

The briefing provides guidance for training and awareness-raising of managers and supervisors, with a particular focus on practical initiatives for low/non-unionized workplaces. This includes measures to create a working environment that respects and empowers workers, builds human resources' skills, and promotes social dialogue to enable workers to participate in the development of workplace policies.

2. Managers and supervisors: their role in preventing violence and sexual harassment

Managers and supervisors have a responsibility to ensure that workplaces are free from sexual harassment. However, many supervisors have received little training on the issue. Managers and buyers do not always recognize the challenges and difficulties facing supervisors.

Verbal abuse, including shouting and name calling, often highly sexualized, is common in factories and farms. Supervisors, particularly those whose pay depends upon worker productivity, sometimes may mistakenly believe that using verbal abuse as a motivational punishment can spur worker productivity. For these supervisors, skills-training can equip them with positive motivational techniques that can replace verbal abuse; this in turn has the potential to increase worker productivity.

3. Training for managers and supervisors

The benefits of training for managers and supervisors

When managers and supervisors are aware of the damaging consequences of sexual harassment and have the tools to prevent it, there is a 'win-win' situation for the employer and workers. Training can help managers and supervisors improve efficiency, productivity, performance and retention of workers. Research by Better Work (Brown et al. 2014, Better Work 2015) found that factory profitability decreases as verbal abuse increases. In addition to decreasing productivity, verbal abuse raises production costs by forcing factories to pay more to attract and retain workers.



A growing number of lead companies and brands, multi-stakeholder initiatives and suppliers provide training for managers and supervisors to raise awareness about sexual harassment, deal with complaints and create a positive working environment. Training is one of the most important tools that can change workplace culture and reduce violence and sexual harassment, benefitting brands, employers and workers. Fair Wear Foundation, the Ethical Training Initiative, the Ethical Tea Partnership and Better Work, among others, have found that many supervisors are inadequately trained to manage people, as well as lack the skills to handle sensitive issues like harassment.

Three case studies, below, together with Case study 4.3, illustrate different training programmes for managers, supervisors and workers, with the aim of addressing sexual harassment and violence in global production workplaces.

- ➔ **Case Study 5.1 Ethical Trading initiative: Equal Treatment training for managers, supervisors and workers**
- ➔ **Case Study 5.2 Ethical Tea Partnership training to tackle discrimination and harassment in Kenya**
- ➔ **Case Study 5.3 Challenging sexual harassment in the textile sector through international support (Better Work)**

Training can change managers' and supervisors' perception of sexual harassment, as illustrated by the quote in the box below.

“I always thought that when women spoke about being sexually harassed, they meant they were raped. But now I understand that sexual harassment can take place in many different forms.” (Manager attending Better Work training in Jordan)

Issues to cover in awareness raising and training for managers and supervisors:

- Knowledge about compliance with international standards and national law.
- Company statement to make clear that sexual harassment and verbal abuse will not be tolerated.
- Understanding of how to prevent verbal abuse, violence and sexual harassment, and how to change workplace culture and behaviour.
- Awareness of the impact of unequal gender and power roles in the workplace and how to prevent discrimination.
- Understanding of workers' rights, decent work and freedom of association.
- Relevance of buyers codes of conduct and implications for continuing orders.
- Managing workloads, work pressures and long working hours.
- Managing the impact of unrealistic production targets.
- Business benefits derived from eliminating sexual harassment.
- The roles of supervisors and managers in improving communications and a culture of respect in the workplace.
- Benefits of having more female supervisors.

A Manual on Improving the Working Conditions in the Cut Flower Industry produced by the global union IUF makes a number of suggestions for training in a sector where women predominate in low-level precarious jobs. The following measures are recommended in training to address sexual harassment in flower farms:

- Companies should adopt a declaration that sexual harassment is strictly prohibited. They should further define the meaning of sexual harassment.
- A clear procedure for reporting sexual harassment cases should be put into place and a contact person designated.
- Establish women's committees and clearly define their roles.
- All workers should have an employment contract, thus giving job security and making them less vulnerable to sexual harassment.
- The employment contract should clearly spell out penalties for sexual harassment, and these should include dismissing the perpetrator.

- A clear and transparent system for recruitment, promotion, payment of salaries etc. must be put into place.
- The trade union and management should put in place an intensive awareness campaign against sexual harassment together with training programmes for workers to encourage openness on the subject.
- Establish a counselling and support programme for victims.

“Before the training, I did not know that using bad words or talking to girls in the wrong way is considered sexual harassment. I also understand now how to prevent it or stop it, such as reporting it to HR.” (Worker attending Better Work training in Jordan)

Training methodologies

Mixed training methodologies are most effective, comprising group discussions, presentations, role-plays, games, stories, and case studies. This can help develop the participants’ understanding, particularly when dealing with difficult and sensitive issues such as violence and sexual harassment. Participatory activities, including role-plays, can be important in drawing out personal experiences of violence and sexual harassment and can help develop problem-solving techniques. Training is best tailored to the needs of the audience – senior managers may not want to play games but may be prompted into a good discussion by seeing a shocking video illustrating the type of physical violence that is common in factories.

The following link is a graphic example that can be used for this purpose: <http://www.mirror.co.uk/tv/tv-news/video-watch-shocking-moment-child-3118925>

After showing the videos to the management, trainers can raise questions such as:

- How realistic is this video clip?
- Have you ever seen or heard similar cases of bullying or scolding, or use of sexually explicit language?
- How does this type of behaviour affect business?
- Do you consider it as harassment? Why?

With greater awareness of the negative impact of sexual harassment in the workplace, it will be easier for managers and supervisors to establish workplace policies and practical initiatives to ensure that there is a working environment free from harassment and violence.

Learning from Fair Wear Foundation training programmes for managers and supervisors

- The learning from the FWF training programme for managers and supervisors shows the importance of raising the awareness of the harmful effects of sexual harassment and violence.
- Although training may enhance supervisors’ knowledge, it will not immediately change their behaviour. Supervisors commonly considered ‘stress’, ‘pressure from the top management’ and ‘production pressures’ as reasons for their abuse.
- Many supervisors felt that they needed to be abusive to show that they had ‘power over production workers’, who are mainly women. They were used to seeing women abused and were not motivated enough to stop violence when it happens.
- Some supervisors felt powerless themselves, because of the culture in the factory. Some said they could not change anything unless the society or the factory organization changed.
- Supervisors learned from complaints and understood that they needed to change.

The case studies that follow look in greater detail at how employers, managers and supervisors can:

- Provide information and training for workers, so that they understand what sexual harassment is, and that all workers have a right to a workplace free from sexual harassment.
- Implement human resources policies and practices, including the adoption of a clear sexual harassment policy that defines sexual harassment, makes it clear that sexual harassment will not be tolerated, and that perpetrators will be disciplined or dismissed.
- Support establishment of a workplace sexual harassment committee.
- Ensure that there is a confidential procedure for making complaints about sexual harassment.
- Monitor the incidence of sexual harassment.

Case Study 5.1

Ethical Trading Initiative: Equal Treatment training for managers, supervisors and workers

Following revelations of extensive sexual harassment in the agriculture sector, the Ethical Trading Initiative (ETI) introduced a training programme for managers, supervisors and workers on equal treatment and preventing sexual harassment. The training aims to help managers and supervisors improve their people management skills and collaborate on improving equality in the supply chain.

Training course for managers: A half-day course for managers provides information about the business benefits of recognizing and understanding discrimination and sexual harassment and how they relate to workers' rights. In addition, information is provided about international standards and legal frameworks for workers' rights, managers' roles in promoting the equal treatment of workers in the workplace and how supervisors can be supported through the development and implementation of action plans.

Training course for supervisors: The two-day course gives participants an understanding of discrimination and sexual harassment, and how to promote the equal treatment of workers. It is designed to help supervisors define their role in their organizations, their rights and responsibilities and those of the workers that they supervise. The course is designed to encourage a culture of respect in the workplace, prevent and manage discrimination and sexual harassment, implement workers' rights in daily business and develop skills to be a good supervisor. Tools are given for working with managers and in developing an action plan to bring about real change in the workplace.

Training course for workers: Workers are provided with information and awareness about discrimination and sexual harassment, and workers' rights and responsibilities. Workers are important in setting the standards for respect and dignity as an integral part of workplace culture. Along with managers and supervisors, workers also have a responsibility to uphold the policies which protect their rights, including appropriate workplace behaviour towards their colleagues.

The training sessions are followed up by a joint action-planning meeting and by support to develop and implement relevant human resources policies.

ETI drew out the following key lessons from the programme:

- *Building trust through respect is an essential prerequisite to effecting change:* the role of the programme manager in first gaining the trust of the employers and then providing continuity, technical advice on labour law and other support to the facilitators was seen by participants as crucial to the success of the programme.
- *Sensitive, participatory training for managers, supervisors and workers is unique and highly valued:* participatory sessions, including role-plays, helped bring out personal experience of sexual harassment and discrimination. This needs to be handled very carefully so that participants are able to process and deal with these revelations appropriately.
- *Change happens at a personal level before it can happen at enterprise level:* participants, including the facilitators themselves, reported that they had been personally affected to a greater or lesser extent by the programme. One manager reported "the training was like a wake-up call. It was very important because you can't keep doing everything the same as you have done all the years. There were a lot of things I learned in the training that I needed to work on, like communication."

- *Supervisors and workers spoke of changes in their self-awareness, in their behaviour towards one another and in their expectations of how they should be treated.* Participants talked about realizing that they had been treated or had treated others in the past without respect.
- *The business benefits of the programme were that better communication led to less conflict – this may take time to emerge but should not be underestimated.* The business benefits of equal treatment of workers may not be easy to measure in the short term but are more evident in the medium and longer term.
- *Deeply entrenched cultural attitudes on gender... can be exposed by training but will take longer and more work to change.* ETI's impact assessment found that "a significant proportion of women are able to define sexual harassment correctly and are therefore more aware of what it is." However, it was also clear that gender relations are still male dominated and that both women and men have not fully internalized what sexual abuse and harassment really mean and that it is not acceptable. Training should therefore form part of a longer-term strategy to develop and implement strong human resources policies and to transform attitudes in the workplace.
- *Learning from the ETI training programme in South Africa:* in South Africa the ETI training programme for managers, supervisors and workers has been adapted and delivered by the Wine and Agricultural Ethical Trading Association (WIETA), a multi-stakeholder South African non-profit voluntary organization which promotes ethical trade in the wine industry value chain. Stakeholders include producers, retailers, trade unions, non-governmental organizations and the government. For further information about ETI and WIETA training see: http://www.wieta.org.za/wieta_training.php

Case Study 5.2

Ethical Tea Partnership training to tackle discrimination and harassment in Kenya

The Ethical Tea Partnership (ETP) has carried out the ETI 'Supervisor Management Training Programme' in the Kenya Tea Development Agency Holdings Ltd (KTDA) factories. The programme is mainly geared towards supervisors because they have daily contact with workers and are largely responsible for how they are treated. Supervisors often have very little formal management training and therefore struggle with sensitive issues such as discrimination and harassment.

The training of supervisors is focused on the importance of managing people with respect. It increases supervisors' understanding of harassment and discrimination, thereby reducing incidences of abusive behaviour. Using role-play and other interactive sessions the training aims to improve supervisors' overall people management skills. It also gives them the skills and knowledge to identify and address issues of discrimination and harassment, including sexual harassment.

In addition, training of managers has been carried out to raise awareness of the issues and to show managers how to ensure that there is a culture of respect in the workplace. The training introduces policies and systems that can be utilized to support supervisors and eliminate poor practices.

At the start of the project ETP co-financed the training of 11 ETI-accredited trainers, which included ETP's Africa staff. The training has been carried out across all 66 KTDA factories, as well as with head office management, training more than 1,000 managers, supervisors, and workers.

Following the training, gender committees have been set up at the head office and in all the KTDA factories. It is also compulsory for each factory board to have female representation. According to the ETP the benefits for business and workers include: improved working conditions, fairer working environments, increased staff morale, more effective management and increased productivity.

A 'Social Issues' Training Manual has been developed to support capacity building in the tea sector on gender and social issues, which includes modules on 'Sexual and gender-based violence, human rights and how this can be managed in the workplace' and 'Sexually transmitted infections and their effects on both women and men'. The modules contain information, group exercises and case studies.

For further information: Social Issues Training Manual (Ethical Tea Partnership, the Sustainable Trade Initiative and Solidaridad) see: <http://www.ethicalteapartnership.org/resources/>

For further information about the ETP training see: <http://www.ethicalteapartnership.org/tea-sustainability-programmes/producer-support/gender/> and power point presentation by Jane Nyambura of the ETP: <http://www.ethicalteapartnership.org/wp-content/uploads/Addressing-Gender-Issues-in-Kenya-Jane-Nyambura-Ethical-Tea-Partnership.pdf>

Case Study 5.3

Challenging sexual harassment in the textile sector through international support (Better Work)

This case study is an example of how a partnership between international organizations has provided training to reduce sexual harassment, as part of a wider initiative to assist competitiveness and economic development in countries where there are significant numbers of workers employed in new global supply chain industries. The case study highlights the productivity and competitive advantages of preventing and addressing sexual harassment.

Better Work is a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC). It brings together the expertise of the ILO in labour standards with that of the IFC in private sector development. The Better Work programme has improved workers' rights and factory compliance with labour laws in seven countries in Africa, Asia, Latin America and the Middle East.

The programme provides advisory and training services to various stakeholders to address compliance with labour standards, including sexual harassment. It also works closely with international buyers and national tripartite (government, employers and unions) partners to promote the scaling-up of experiences to the national level.

Better Work Jordan

Better Work Jordan was one of the first Better Work programmes set up in 2008. Following the financial crisis, in 2011 the government decided to mandate participation in Better Work Jordan for all garment-sector factories, to demonstrate commitment to compliance and attract investment. Training of workers and factory staff is a key component in Better Work's strategy to improve working conditions for garment workers and increase business performance in factories.

Preventing and combating sexual harassment in Jordan's garment industry through training and awareness-raising

Serious allegations of sexual abuse have been made across Jordan's apparel industry so Better Work Jordan (BWJ) established a task force to develop tools and materials to prevent and address sexual harassment in the workplace, including a template factory toolkit consisting of a model policy on harassment, an awareness-raising poster, a training brochure and a quick reference 'dos and don'ts' to display on the factory floor, together with a training module for managers, supervisors and workers.

For example, sexual harassment prevention training was carried out with the Jerash Garment & Fashion Manufacturing Co. Ltd. Training gave participants practical guidance on how to prevent and deal with sexual harassment, including sexual harassment policies, sensitizing managers and workers on what constitutes sexual harassment, and deepening managers' and supervisors' understanding of how sexual harassment affects workers and the workplace. The training defines sexual harassment, identifies its forms, causes and impacts while also providing ways to prevent and resolve it.

Workers: The training gave workers an understanding of what constitutes sexual harassment in the workplace, highlighting the different forms of harassment such as physical, verbal and non-verbal conduct of a sexual nature, and the impact that it has on workers.



“We are foreigners in Jordan, so we do not know much about the laws, rules and procedures, but I now have a better idea of how to deal with the situation if something happens,” said factory worker Priyadorshani, Jerash Garment & Fashion Manufacturing Co. Ltd

“We didn’t know before the training how to report sexual harassment or what it means, its different forms. I will tell my friends what I learnt in the course. It is important for everyone to know what to do if they are sexually harassed,” said Sriyani Wikramaarachchi, Sterling Apparel Manufacturing L.L.C

Managers and supervisors: The training gave supervisors a clear understanding of their responsibilities to address sexual harassment, how to deal with allegations of sexual harassment and provided tools for managers and supervisors on how to protect their workers from sexual harassment and avoid inappropriate behaviour themselves. The training also provided information on ways to address sexual harassment, including information on how to conduct interviews, impartial investigation techniques and confidentiality issues.

“The awareness that was created, especially for the middle management and on the supervisors’ level, is one of the biggest successes of the training. BWJ played a great role in training our workers and our middle management in particular. We will ask BWJ to do follow-up sessions because people tend to forget. And it is good to have updates on the subject. We welcome any posters or other tools that could further assist us,” said Farhan Ifram, General Manager of Sterling Apparel Manufacturing L.L.C.

Unions: “We try to raise awareness on the issues among female workers in factories but there are many challenges, such as cultural barriers and language barriers. And sometimes factories try to internally solve these problems before we can find out about them. So there are a number of issues which hinder our efforts to raise awareness on sexual harassment but it is definitely a high priority for us and we need more support from organizations like Better Work Jordan to conduct more awareness-raising programmes in a diversity of factories,” said Mervat Abed Al Kareem Al Jamhawi, a member of the General Trade Union of Workers in Textile, Garment and Clothing.

Following training by Better Work and the ILO, employers’ associations and the trade union signed a groundbreaking collective bargaining agreement covering the full garment sector. It includes provisions on regulating working hours, wages and bonuses, improving health and a commitment to treat all workers equally.

The training carried out in garment factories in Jordan has uncovered a number of challenges:

- Fear of speaking out: many workers fear the consequences of openly discussing sexual harassment.
- Cultural differences and ingrained social attitudes: workers of both sexes often believe women are only sexually harassed if they signal they are sexually available, whether through their behaviour or physical appearance.
- Time constraints: workers are only permitted to spend a limited time in the training sessions before they are called back to the production line to fulfill their production quota. This often denies workers the time needed to feel comfortable in openly discussing sexual harassment.
- Factory adherence: the key messages of the sexual harassment prevention training need to be put into practice, with the aim of creating a working environment with zero tolerance for sexual harassment.

Sources: Better Work (2015); Brown et al., (2014)

References and further resources

a) References

Better Work. Addressing sexual harassment in Jordan's garment industry. Case Study. Available at: <http://betterwork.org/global/wp-content/uploads/ILO-1402-SHP-training-Case-Study-WEB.pdf>

Better Work. Collective Bargaining Agreement in Jordan's Garment Industry. Case Study. Available at: http://betterwork.org/global/wp-content/uploads/ILO-Better-Work_Jordan-Case-Study_LR_Web.pdf

Better Work. (2015). Working Conditions, Productivity and Profitability. Better Work Research Brief, March. Available at: <http://betterwork.org/global/wp-content/uploads/2015/03/ILO-1513-Research-Brief-V3-2.pdf>

Better Work. (2015). The Effectiveness of Better Work Training. Research Brief. Available at: <http://betterwork.org/global/?p=7415>

Brown, D., Domat, G., Veeraragoo, S., Rajeev, D., Robertson, R. (2014). Are Sweatshops Profit-Maximizing? Answer: No. Evidence from Better Work Vietnam," Better Work Discussion Paper No. 17

Ethical Tea Partnership et al. (2015). Social Issues Training Manual. Ethical Tea Partnership, the Sustainable Trade Initiative and Solidaridad. Available at: <http://www.ethicalteapartnership.org/wp-content/uploads/Manual-Social-Issues-Training.pdf>

Ethical Trading Initiative. (2014). Equal treatment of work in South Africa. Available from: http://www.ethicaltrade.org/sites/default/files/resources/eti_programme_learning_-_equal_treatment_workers_programme.pdf

Fair Wear Foundation. (FWF) (2013). Standing Firm Against Factory Floor Harassment. http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwfpublications_reports/StandingFirmReportFWF2013.pdf

Fair Wear Foundation. (FWF) (2015). Artwork focus group project. (pp. 1-32) Amsterdam: Fair Wear Foundation. Available at: http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwfpublications_reports/FWF-ArtFocus-Report.pdf

Fair Wear Foundation. (FWF) Setting up Anti-harassment committees and violence prevention systems – the experience of Fair Wear Foundation (unpublished internal report)

Module 6: Identifying, monitoring and reporting on sexual harassment in the workplace

Learning objective

The contents of this module provide information and resources for participants to:

- Analyse practical ways to identify, monitor and report on gender-based violence and sexual harassment, with a specific focus on low/non-unionized workplaces.

Module content

One briefing:

- Briefing 6 – Identifying, reporting and monitoring sexual harassment against women in the workplace

Two case studies:

- Case Study 6.1: Using drama and theatre to address gender-based violence
- Case Study 6.2: Examples of the role of the media in raising awareness about gender-based violence

Four learning activities (in Part C, electronic format):

- Learning Activity 6.1: Mapping the world of work
- Learning Activity 6.2: Carrying out art focus groups
- Learning Activity 6.3: Using theatre and role-plays to identify sexual harassment
- Learning Activity 6.4: Identifying sexual harassment on a tea plantation

Target audiences

This module will be of particular interest to:

- Employers' organizations and trade unions at local, national and international level
- Trainers of managers and workers in factories and farms in global supply chains
- Local trade unions and NGOs supporting worker education
- Legal and government agencies, and victim advisers
- Multi-stakeholder initiatives and CSR stakeholders
- International and local development programme planners
- Researchers

Briefing 6 – Identifying, reporting and monitoring sexual harassment against women in the workplace

1. Introduction

Summary of key points

- It is important to find gender-sensitive ways to identify, report and monitor sexual harassment.
- Sexual harassment and violence are very sensitive issues and many women fear that there will be reprisals and consequences if they report cases of sexual harassment.
- Practical, creative and participatory techniques are needed to help identify and monitor workers' experience of sexual harassment.

This briefing looks at a range of practical tools that can be used to identify and monitor violence and sexual harassment in the world of work. There are many challenges in identifying the problem: the nature of global supply chain workplaces, the invisibility and under-reporting of the issue, lack of effective systems to prevent gender-based violence and sexual harassment, fear of consequences and lack of power of vulnerable workers.

In some regions, forms of gender-based violence like verbal and physical abuse are so commonplace that victims regard such treatment as normal, even if it is disturbing. Workers, often fearful or too embarrassed to talk about sexual matters, may not realize that what happens to them is gender-based violence or sexual harassment, that it is against the law in their country and that other workers are also victims. Fear of reprisals, blaming the victim, and stereotypes of garment or farmworkers who are perceived as promiscuous and having 'low status', can all play a role in the under-reporting of sexual harassment. As sexual harassment is a very sensitive issue it is important to look at effective ways to collect data and to enable women to speak confidentially, openly and honestly, and to be able to do this safely as many women will fear the consequences of discussing their experiences.

Tailoring activities to workers' experiences is very important in reaching women workers and giving them a voice. Practical techniques that are discussed in this module aim to help identify and monitor workers' experiences of sexual harassment and abuse.

2. Carrying out consultations, surveys and research activities

Ethical guidelines for researchers and facilitators

It is important that all consultations and research that involves the participation and involvement of workers is grounded in an ethical approach. Researchers and facilitators should:

- Have realistic expectations and be aware of any constraints faced by the workers.
- Interviewers of women should be female.
- Make links with local women's organizations and community groups.
- Be constructive and positive and avoid focusing on the problems.
- Be respectful of people's time and commitments, for example, around childcare or family responsibilities when organizing activities.
- Keep language simple and clear; use a variety of methods as participants may not be able to read or understand complex concepts.
- Ensure confidentiality and gain the consent from participants if you are recording or taking notes.
- Be respectful, non-judgmental, impartial and non-discriminatory.
- Ensure that participants are fully informed about the objectives of interviews and consultations.
- Ensure that participants take learning from the process so that it is empowering for them.

In preparing consultations, surveys and research activities facilitators should consider the following questions:

- ➔ **What barriers do women face in participating in consultations to identify sexual harassment?**
- ➔ **What cultural pressures and barriers do women face?**
- ➔ **How do women's time pressures and unpaid work and childcare responsibilities affect their participation?**
- ➔ **Do women and men have different priorities?**
- ➔ **What can be done to remove barriers to participation of the most vulnerable women workers?**

2.1 Giving workers a voice through surveys and participatory research

This section presents a range of different research and data gathering activities that can be carried out to identify gender-based violence and sexual harassment in the workplace.

a) Consultations with women, girls and other stakeholders (including women's workshops or women's leadership programmes run by NGOs and trade unions)

Consultations with women and girls and other stakeholders who are likely to be involved in the implementation of initiatives to prevent gender-based violence and sexual harassment in the world of work are important. This means taking account of workplaces and other public spaces (including the local community where people live, travel to and from work), as well as the risks of gender-based violence faced by young women who have migrated to urban areas to work in factories or farms. Some may be reliant on employer provided housing and transport.

Consultations should aim to:

- Encourage active participation and engagement with women and girls, and other stakeholders, in order to inform the content, scope and activities in the workplace (as well as public spaces, public transport, local neighborhoods).
- Encourage maximum engagement with women and girls about their experiences of sexual harassment – this will mean working with women most affected by harassment and violence, building their trust and listening to their experiences and suggestions.
- Draw on a range of consultation methods, for example, participatory research, facilitated focus group discussions, and women's safety audits.
- Involve a range of local stakeholders, such as a local trade union or women's organizations, who are likely to be instrumental in acting as partners, supporters and advocates.

b) Surveys to identify sexual harassment

Worker surveys are very important in providing an evidence base to convince managers that sexual harassment is a problem in their factory or farm. Surveys – sometimes carried out with the support of global organizations – can challenge perceptions and lead to change. Examples of baseline surveys can be found in the box below.

Large-scale surveys can be expensive and require the involvement of researchers who have experience of working with vulnerable women. However, individual interviews, carried out with experienced researchers (or trained peer-researchers, discussed below) can be a powerful way to give 'voice to women' and capture women's life stories and the extent of sexual harassment in the world of work.



Examples of baseline research

Baseline surveys, consisting of interviews with managers and workers, can produce a baseline from which to measure progress over time.

Ugandan Workers Education Association (UWEA) and Women Working Worldwide (WWW) (UWEA, 2011) carried out baseline research under their project ‘Developing Strategies for Change for Women Workers in African Horticulture’. Of the 11 flower farms and one fruit and vegetable farm surveyed, low pay meant that some women accepted sexual harassment as a normal practice in order to gain financial favours to supplement their low incomes; nearly half of workers agreed that sexual harassment occurred on the farms, especially by managers and supervisors and most sexual harassment cases were not reported for fear of loss of employment. The research suggested ways to change practices in the sector, including partnerships with trade unions, the negotiation of a collective agreement for the sector and a commitment to draw up a sector-wide sexual harassment policy.



For further information see **Case Study 8.3** in **Module 8**.

Fair Wear Foundation’s (2013) baseline research on sexual harassment in Bangladeshi and Indian factories found wide differences in perceptions of yelling – a form of verbal abuse, often laden with sexually explicit language – between management and workers. Only 20 per cent of managers thought there was a lot of yelling in factories; while 60 per cent of workers thought it was common. Workers reported that the vast majority of problems are with their immediate supervisors, who change their behaviour when senior managers are on the factory floor. There is also a perception among many managers that while women may be yelled at, or occasionally hit, the environment is still preferable to other options available to them. See http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwfpublications_reports/StandingFirmReportFWF2013.pdf

Clean Clothes Campaign (2014) report ‘Stitched Up’ found that the garment industry sourcing model was fundamentally flawed. The survey of garment workers in ten countries (employing three million people in Turkey and Eastern Europe) found garment workers were subject to poverty wages, poor working conditions and long working hours, mirroring the experiences of workers in other parts of the world. The report also found that garment workers, the majority of whom are women, suffer sexual harassment, discrimination in pay and treatment, and limited union representation. (Clean Clothes, 2014)

A study by the **Sunflower Women’s Worker Centre** (CLB, 2014) in China of 134 women found extensive sexual harassment of female workers. Guangzhou, the hub of China’s manufacturing industry, is where most of China’s garment, textile, shoe, and accessory factories are located. Women are over-represented in factory line jobs and under-represented in management positions. 70 per cent had experienced some form of catcalling or inappropriate joking; 66 per cent reported inappropriate comments about their bodies or appearances; 55 per cent reported explicit staring at sexual areas of the body, such as breasts and hips; 32 per cent reported touching; and 30 per cent had been shown sexual images. Harassment was also reported outside of the workplace. Most workers did not report sexual harassment: 15 per cent quit their jobs and 43 per cent suffered the abuse in silence. None of the women surveyed had turned to a trade union or women’s organization for help. The workers felt powerless, frightened, and alone. One woman worker said: “I’m so scared. I cannot sleep well and I keep having nightmares. I just want to run away.”

Hong Kong Confederation of Trade Unions (HKCTU) survey on sexual harassment in Hong Kong service industries found that nearly 60 per cent of female employees in the service sector had been sexually harassed at work. It happened most frequently in three industries: property management, airlines and retailing. Nearly 70 per cent of interviewees said that their workplaces either have no mechanisms for sexual harassment complaints or they were not aware of them if they existed. As a result, only 15 per cent of the victims reported their cases to the employers. The HKCTU hoped the report would encourage government and employers to tackle the problem of sexual harassment more seriously. For further information about the survey see: <http://en.hkctu.org.hk/hong-kong/press-release-and-statement-hk/more-than-half-of-female-employees-in-the-service-industry-have-been-sexual>



Carrying out small-scale local surveys

There are a number of ways in which small-scale local surveys can be carried out. These can be useful in gaining up-to-date information of workers' perceptions about sexual harassment. They require fewer resources than the large-scale surveys described above.

- **Media Surveys:** these consist of simple surveys of workers or the community carried out outside the factory or farm (for example, in the community, where people live, or bus stations). The aim is to ask a few short questions about experiences of sexual harassment. The results, written up in a short press release for the media, can lead to extensive publicity and public debate in newspapers, radio and other channels.
- **Local union surveys:** at the local level unions can conduct simple surveys by asking three or four questions such as 'have you experienced sexual harassment at work or in transport to work?' Note the gender of the respondent and then compare percentages of women and men who have been sexually harassed. Local women's organizations and academics may be able to assist in producing a hard-hitting report and press release, with quotes and examples of sexual harassment in factories and the community. This kind of union report can give voice to the problem for the first time and lead to wider discussion and awareness.

Surveys released on International Women's Day (8 March) or UN Day to Eliminate Violence against Women (25 November) can get good coverage from the press and/or provide a reason to call a meeting to discuss sexual harassment.

Participatory peer-led research

Peer-led participatory research is a tool that can be used to empower workers to identify and map sexual harassment in the workplace. Participatory peer-led research is a collaborative approach to research that is designed by and carried out by the people who are the subject of the research. It can be carried out by a trade union or local women's organization as a way of consulting with workers about their experiences of sexual harassment. Participatory research methodology has a focus on social change and social justice. It is based on collaboration between the researcher and participants who have knowledge and experiences from their real life situations.

The experiences and concerns of workers can also be used to frame the research questions and the approach to be taken in the research.

c) Women's safety audits

A safety audit is a tool to take account of women's safety in the world of work, covering safety in relation to the planning of lighting, footpaths, open spaces and transport. They provide a participatory approach so that women themselves devise and suggest solutions to increase safety. For example it may be that women feel unsafe walking home at night after late shifts because the road is unlit – women could suggest the factory provides lighting or company transport for workers returning from work in the dark.

One way to carry out a safety audit is for a group of women to draw up a map, with a plan of the factory or farm, the journey to/from work, and/or urban area. Women are asked to use a coloured pin or label to mark the places that they find dangerous (e.g. inside the factory, outside factory gates, bus journey home) or areas they fear (e.g. working on a particular production line or canteen). These maps can be useful in identifying critical areas and the type of harassment experienced. The same principle has been applied to mobile phone maps.



See Learning Activity 6.1: Mapping the world of work.

The **Gender Inclusive Cities Programme** run by Women in Cities International, aims to create cities that are inclusive and respectful of everyone, including women, to live, work and move around without fear or difficulty. It is being carried out in four cities – Dar es Salaam in Tanzania, Delhi in India, Rosario in Argentina, and Petrozavodsk in the Russian Federation. During the first year of the programme, information was collected on the state of women's safety and inclusion in each city using safety audits, street surveys, desk research and focus groups. The findings informed the second and third years of the programme to improve women's safety and participation in decision-making processes. (Women in Cities International, 2011a, 2011b and 2012)

2.2 Giving workers a voice through creative discussions, art and drama

Using creative tools is another way to give workers a voice, and can be very useful if workers have low literacy levels. Examples are given below of art workshops, body mapping and drama and role-plays.

a) Artwork focus groups

Art workshops and focus groups have been developed by Fair Wear Foundation with women in Bangladesh and India. Drawing is an innovative way to assess garment workers overall life satisfaction and job satisfaction, and particularly on an issue as sensitive as sexual harassment, as well as working with women with low literacy levels. When women workers were asked to draw what happens in their lives, gender-based violence emerged. In particular women talked about harassment when explaining what they disliked most about their job. A trained team of facilitators in Bangladesh ran regular artwork focus groups; when sessions were held at a local union office the women were more outspoken and more aware of their rights, compared to participants attending workshops in the workplace.

Learning activity 6.2 simulates an art focus group.

“Already aware of their rights through their contact with trade unions, the women were outspoken and discussed their problems openly. Almost all of them mentioned harassment.” (Juliette Li, Fair Wear Foundation)

The methodology and outcomes of the FWF Artwork Focus Group Project (2015) can be found at: www.fairwear.org

b) Body mapping

Body mapping is another creative tool to help women discuss their experiences of sexual harassment. Body mapping has been used, for example, by the global union federation IndustriALL in Ethiopia and Lesotho, where women drew around the outline of each other’s bodies on a large piece of paper and then commented on what they felt about different parts of their bodies – and their experience of gender-based violence. (IndustriALL, forthcoming)

In Bogota, Colombia, workshops were held with women as part of the UNIFEM Regional Programme ‘*Cities without Violence against Women, Safe Cities for All*’, implemented by the Women and Habitat Network of Latin American and the Caribbean. During these workshops, a diagram of a woman’s body was labelled with participants’ different experiences of violence. Next the experiences of violence were categorized according to where they had happened or could happen. As a result, a map was produced which created clear links between public spaces and personal experiences of violence.



Source: Programme for cities without violence against women, safe cities for all. Cited in UN Women: <http://www.endvawnow.org/en>

c) Drama, role-play and participative theatre

Role-play can be an effective way to stimulate group discussion about women’s views and understanding of sexual harassment in the workplace.

An example of a role-play is given in the on-line Learning Activity 6.3.

Drama and theatre can be a powerful way to present sensitive issues such as sexual harassment, and potentially reach a wide audience. Participatory drama techniques give a role to everyone in decisions and opens theatrical spaces for anybody to intervene



in the play, to decide on change and to rehearse action. Participatory theatre events and training can happen anywhere (e.g. community, street, workplace, men/women's organizations, union events). It is often called Forum Theatre.

➔ **Case study 6.1 below shows how participatory theatre (Forum Theatre) in Tanzania, Italy and Bangladesh has been used to raise awareness in local communities of sensitive issues, such as male violence, land grabs, child marriage and birth registration.**

2.3 The role of technology and the media

Using mobile phone technology and the media are additional ways in which information can be disseminated.

a) New technology and mobile phones

New technology and mobile phones can be used to support gender-based violence and sexual harassment initiatives. They are particularly appropriate for disseminating sensitive or personal information that workers may not wish to 'be seen' viewing on a notice board.

Safetipin is a mobile app and online platform (available from usual app sources) that collects information about public spaces through a safety audit that can be done by anyone. An individual user conducts a safety audit, pins places where she feels unsafe or has faced any form of harassment. She is also able to see all the information that has been uploaded by others and make informed decisions about moving around the city or factory safely. **Read more about the SafetiPin at:** <http://safetipin.com>

Better Work programmes in Asia see the opportunity to reach out to workers through smartphones and other cell phones. In Cambodia the Kamako Chhnoeum (Outstanding Worker) project has a call-in voice response system to educate factory workers about labour rights by testing their knowledge via a multiple choice quiz on one of three topics—wages and allowances, personal health and occupational safety and health. The second part of the quiz is an open call for information and allows workers to name the factory where they work and provide information

about working conditions. Better Work is developing a rating system so that workers can score their factories on wages, benefits, and occupational safety and health. The information will be disseminated back to workers.

Better Work Indonesia has rolled out a series of apps to improve communications between factory managers and workers, as well as providing workers with practical information about their wages, rights and benefits, and issues related to occupational safety and health.

For further information see: <http://betterwork.org>

b) Using the media

Trade unions, women's organizations and advocacy groups often use the media to inform, persuade and move people to action. Media stories of shocking conditions in factories and farms in global supply chains have had a very powerful role in influencing lead companies and brands to take action to require suppliers to provide decent work and safe working conditions. Using the media can be a powerful way to highlight and report on sexual harassment in global supply chain workplaces.

Part C Information Sheet 3 (on-line) for tips on working with the media.

➔ **Case study 6.2 gives some examples of how the media has been used to raise awareness about gender-based violence.**

Case Study 6.1

Using drama and theatre to address gender-based violence

This case study draws on examples of participatory drama and theatre to address violence and social issues. Theatre and other forms of community entertainment can be organized in the workplace or in communities where workers and managers live, raising awareness and influencing behaviour on sensitive issues.

Forum Theatre – An opportunity for anybody to intervene

Forum theatre, widely used by groups in parts of Asia and Latin America, is a technique that acts out a scene, led by a trained facilitator. The group watching is encouraged to stop the action when they think it necessary, and suggest a different course of action. At other times, the actors themselves can stop the action and ask for help. This can be a good way to explore how people react to different situations e.g. when working under pressure how workers react to a) verbal abuse and b) encouragement. Forum theatre and role-plays based on real-life stories can be very effective when giving training to workers. Forum theatre was developed by a Brazilian theatre maker called Augusto Boal. Audiences become ‘spect-actors’ rather than spectators. Sharing ideas in this improvised practical way can provide fresh insight into a role and stop the drama from becoming stale.

Examples of how this technique is used to explore social situations can be seen in two short films:

i) *Theatre in Tanzania*: a short film from a project with communities in Tanzania (about how people deal with climate and environmental changes, and what policies they want) is a good example of how this technique is used and illustrates how the methodology can be applied to gender-based violence. For further information see: <http://www.parteciparte.com/eng/videos#1> and https://youtu.be/gckv_nuNbA.

ii) *Amore Mio*: A forum play about masculine violence and ways to tackle it, created in Rome by Parteciparte, is an example of how participatory theatre can address gender-based violence. (English subtitles). See: https://youtu.be/Q_IFOVekbfQ. More about the methodology can be found at <http://www.parteciparte.com/eng/methodology>

Theatre for Development in Bangladesh – challenging child marriage

Plan International Bangladesh has worked with local partners to carry out more than 450 Theatre for Development (TFD) performances on different child protection issues every year. TFD enables individuals to tell their own stories and engage in dialogue on issues identified by the community. TFD has empowered the community to participate actively on issues that are normally too sensitive to discuss. One show looked at the consequences of early child marriage and the advantages of birth registration. Critical to audience attendance are rural women, who often are unable to leave their communities. When the show ends, young people are met by their TFD mentors and they reflect on their performance and the impact of the message they were trying to convey. The youth-led Theatre for Development groups have reached more than 596 villages and communities in Bangladesh.

For further information see: Parteciparte: <http://www.parteciparte.com> **and Plan International Bangladesh:** <https://plan-international.org>



Case Study 6.2

Examples of how the media has been used to raise awareness about gender-based violence.

Three examples are given below of different ways to raise awareness about gender-based violence.

Breakthrough, India, an NGO supported by the United Nations Trust Fund to end violence against women, has used the media in its anti-violence work in India. It has used animated films on sexual harassment, videogames and apps. The development of a mobile app aims to help raise the gender-sensitivity of police stations in target areas and increase accountability within law enforcement agencies for responding to violence against women and girls. (UN Women, 2014)

TV exposure is another way to reveal hidden violence and has been effective as a tool in management training. One example shows an adolescent girl worker being punched in the ear and hit with some rolled up clothing for not standing up straight. Elsewhere, the undercover woman finds a fire escape padlocked shut, in a factory where workers were making shirts for a British company. The documentary also shows workers who are being asked to lie by their managers, forced to sign forms, saying that they had completed non-existent safety training. The video is an effective training tool, to help managers recognize the existence of verbal and physical abuse in factories.

Source: <http://www.mirror.co.uk/tv/tv-news/video-watch-shocking-moment-child-3118925>

Radio drama in Angola to address gender-based violence has been used to promote discussion and influence policy agendas on gender-based violence. The **Forum of Women Journalists for Gender Equality** set up the radio drama **Estrada da Vida ('Street of Life')** to address the sensitive subject of gender-based violence through a popular radio serial in Angola. Launched in 2009, the mini-soap tackles everyday violence against women and shows how ordinary people can have a say in local politics and policy debates. The wide public interest generated through the media coverage has resulted in an increase in the number of women prepared to come forward and make a complaint. (Solidar, 2012)

References and further resources

a) References

China Labour Bulletin (CLB). (2014). Sexual harassment of female workers in China's manufacturing industry is rampant. Available at: <http://www.clb.org.hk/en/content/bustle-sexual-harassment-female-workers-chinas-manufacturing-industry-rampant>

Clean Clothes. (2014). Campaign 'Stitched Up'. Available at: <http://www.cleanclothes.org/livingwage/stitched-up>

Fair Wear Foundation. (FWF) (2015). Artwork focus group project. (pp. 1-32) Amsterdam: Fair Wear Foundation. Available at: http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwpublications_reports/FWF-ArtFocus-Report.pdf

Fair Wear Foundation. (FWF) (2013). Standing Firm Against Factory Floor Harassment. http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwpublications_reports/StandingFirmReportFWF2013.pdf

IndustriAll. (forthcoming). Challenging Gender-Based Violence in Global Garment Supply Chains: An IndustriALL Action Guide. Report by Jo Morris, in association with Fair Wear Foundation.

Solidar. (2012). Social Protection for all – an action guide. Authors: Helga Jansen-Daugbjerg, Andrea Maksimovic, Jo Morris. Available at: http://www.solidar.org/IMG/pdf/decentwork_toolkit_en_short_web.pdf

UN Women. (2014). UN Trust Fund Annual Report. Available at: <http://www.unwomen.org/~media/headquarters/attachments/sections/library/publications/2015/untf-annualreport-2014-en.pdf>

UN Women. (2015). Progress of the World's Women. Transforming Economies, Realizing Rights. Available at: <http://progress.unwomen.org/en/2015/download/index.html#report>

UWEA. (2011). Developing Strategies for Change for Women: Workers in African horticulture. Available at: <http://www.women-ww.org/documents/UWEA-final-research-report.pdf>

Women in Cities International. (2011a). Tools for Gathering Information about Women's Safety and Inclusion in Cities: Experiences from the Gender Inclusive Cities Programme.

Women in Cities International. (2011b). Ten Point Guide to Creating Gender Inclusive Cities (2011).

Women in Cities International. (2012). Tackling Gender Exclusion: Experiences from the Gender Inclusive Cities Programme.

b) Additional resources and further reading

WHO. (2005). Researching violence against women: a practical guide for researchers and activists. <http://www.who.int/reproductivehealth/publications/violence/9241546476/en/>

UNHabitat. (2008). Women's Safety Audit: What Works and Where? <http://unhabitat.org/books/womens-safety-audit-what-works-and-where/>

For more information about safe public spaces see UN Women Safe Cities Flagship Programme at: <http://www.unwomen.org> and <http://www.endvawnow.org/en>

Module 7: Practical workplace initiatives to prevent and respond to sexual harassment and violence

Learning Objective:

This module provides information and resources for participants to:

- Review effective practical initiatives to prevent and respond to sexual harassment in the world of work.
- Consider and integrate women's sexual and reproductive health in occupational safety and health workplace policies and practices.

This module contains:

Two briefings:

- Briefing 7.1 – Creating inclusive and dignified workplaces, including safe spaces for reporting and effective mechanisms for seeking redress
- Briefing 7.2 – Integrating gender-based violence into occupational safety and health

Three case studies of practical workplace initiatives:

- Case Study 7.1: Employers in Pakistan committed to implementing Protection against Harassment of Women at Workplace Act 2010
- Case Study 7.2: The South African Clothing and Textile Workers Union: Worker Health Programme
- Case Study 7.3: Social dialogue examples from the transport sector on changing men's behaviour

Three learning activities (in Part C, electronic format):

- Learning Activity 7.1: Making the arguments for a Sexual Harassment Policy in a garment factory or on a tomato farm
- Learning Activity 7.2: Setting up an Sexual harassment committee
- Learning Activity 7.3: Negotiating for sexual harassment to be included in occupational safety and health policies

Target audiences

This module will be of particular interest to:

- Employers' organizations and trade unions at local, national and international level
- Trainers of managers and workers in factories and farms in global supply chains
- Local trade unions and NGOs supporting worker education
- Multi-stakeholder initiatives and CSR stakeholders
- Occupational safety and health specialists and factory inspectors
- Women's sexual and reproductive health programmes
- Legal and government agencies, women's support workers
- International and local development programme planners

Briefing 7.1 – Creating inclusive and dignified workplaces, including safe spaces for reporting and effective mechanisms for seeking redress

1. Introduction

Summary of key points

- Governments, employers' and workers' organizations and NGOs increasingly recognize that sexual harassment needs to be addressed through workplace policies and complaints procedures, including the establishment of collective bargaining and sexual harassment complaints committees.
- Workplace policies have a key role to play in preventing sexual harassment from occurring but also in providing effective remedies when a worker is victimized. Social dialogue is important.

Module 5 looked at the role of managers and supervisors in preventing and responding to sexual harassment in the workplace. This briefing looks further into the specific tools that can be used to embed policies and practices for workplaces free from sexual harassment, including:

1. **Human resources procedures and policies**
2. **Sexual harassment policies covering complaints and redress**
3. **Sexual harassment committees**
4. **Setting up and running hotlines**

2. Human resources policies and procedures

Suppliers need to have human resources policies and procedures if they are to create a positive working environment for their employees, retain and value workers and prevent sexual harassment.

Human resource policies and procedures are important to ensure that:

- ✓ Managers and supervisors have a responsibility to create a working environment free of sexual harassment – for the dignity and protection of workers as well as for productivity.
- ✓ National laws on gender-based violence and sexual harassment at work are implemented.
- ✓ Managers, supervisors and workers are trained, informed and understand the types of behaviour that constitute sexual harassment and have clear responsibilities about how to prevent it.
- ✓ There is understanding of why certain workers are particularly vulnerable to sexual harassment, including casual workers, migrant workers and young workers.
- ✓ Workers understand their rights and how to complain and find support, if necessary.
- ✓ Workplaces have confidential complaints systems, designed to deal with sensitive issues of sexual harassment.
- ✓ Freedom of association, the right for workers to be represented by trade unions and bargain collectively are embedded in company policies.
- ✓ Workplace policies cover transportation and accommodation provided by the employer.

While large companies usually have human resources policies and procedures in place, often led by a human resources manager, many suppliers producing goods in global supply chains are small factories and farms where the owner may be the manager. In some cases the supplier factory or farm has been sub-contracted by a larger company to complete an order.



Suppliers can gain a better understanding of their labour force through a simple gender audit. This could be a valuable foundation for preventing and eliminating sexual harassment. A gender audit is a management and planning tool to evaluate how the organization integrates a gender perspective into its

work. The aim is to identify what needs to be done, for example, to make progress in implementing legislation on sexual harassment in the workplace.

Some sample questions to include in a gender audit on sexual harassment can be found below.

	Existing measure	Areas to work on
What measures are already in place for protection from sexual harassment and violence at work?		
How is sexual harassment defined?		
What preventive measures are in place?		
What is the complaints procedure and is there a complaints officer?		
What protection and support is given to victims?		
What sanctions exist for perpetrators?		
What supportive initiatives such as training programmes exist to raise awareness about sexual harassment?		

A starting point is to examine where women and men work and their pay and conditions:

- Gender composition of the workforce: the different jobs held by women and men (e.g. managers, supervisors, different categories of production workers).
- Skills and training: the skill levels (and training) required for each job, by gender, including skills training offered to workers, supervisors and managers to upgrade their skills.
- Contracts of employment: what is covered in contracts of employment and who (by grade and gender) holds a permanent or temporary contract.
- Sub-contracting: what policies or codes of conduct exist for sub-contracting, how are they maintained and monitored? Gender of workers who are employed on a sub-contract.
- Potential ways to work in partnership with local trade unions and women's organizations to identify and detect sexual harassment in the workplace.

3. Sexual harassment policies

Dealing with sexual harassment and violence is more complex and sensitive than most workplace issues. Sexual harassment and violence needs to be handled with the upmost sensitivity and in strict confidentiality. Complaints that become public may have life-changing consequences for the complainant – in some countries this could damage victims' marriage prospects and cause lasting reputational damage for the victim's family.

Developing and fully implementing a sexual harassment policy can help prevent sexual harassment and violence. Lead companies may have existing sexual harassment policies and these can be referred to as a basis when contracting services to suppliers. For example, suppliers' contracts might require that a sexual harassment policy has been drawn up in consultation with workers and their unions, and that workers have been trained and provided with accessible information about the procedures.

Tool 3: Tips for employers and workers' representatives on drawing up a sexual harassment policy

Consultations

- ✓ Consult with workers, the labour management committee, local trade unions and local women's organizations prior to drawing up a policy.
- ✓ Set up a task team to develop an action plan for a workplace sexual harassment committee, including training for members of the committee.
- ✓ If an existing labour management committee exists, establish a task team on sexual harassment.

Establish a sexual harassment committee

- ✓ Clarify membership, function and role of a workplace sexual harassment committee.
- ✓ Committees should include a trade union representative, where there is a trade union.
- ✓ Advice and support for committees can be sought from a local business association, trade union or women's organization. (See Section 4 below for further information on setting up a sexual harassment committee).

Training

- ✓ Provide regular training for all members of the sexual harassment committees and specialist training to the members who investigate complaints.

Drafting a sexual harassment policy

- ✓ Refer to model sexual harassment policies and procedures and consider what is appropriate for the particular workplace. (See link to sample sexual harassment policies below).
- ✓ Draft a clear statement that the company does not tolerate violence, abuse or sexual harassment – and that it could be a disciplinary matter.
- ✓ Provide a clear definition of sexual harassment and other forms of violence in the workplace.

- ✓ Ensure the policy covers all employment situations related to the world of work, including transportation and accommodation provided by the employer, social events organized by the employer, training events and work-related phone calls, emails and social media.

- ✓ Set out the procedures and disciplinary measures for dealing with sexual harassment complaints, emphasizing the importance of confidentiality and impartiality.

- ✓ Make sure all employees are covered, including casual and part-time employees.

Make sure the policy is accessible and available to everyone

- ✓ Provide all employees with clear information about what constitutes unacceptable workplace behaviour and the potential consequences for perpetrators of abusive behaviour or sexual harassment.

- ✓ Ensure that everyone in the workplace knows about the policy. It should be distributed in the languages that workers read and provided in an accessible format with pictures. The policy should be displayed with help-line numbers in a prominent place and set out on cards/flyers that can be read away from the workplace.

- ✓ Workers, including contractors and sub-contracted workers, should be asked to sign a copy of the policy and confirm that they have seen and understood the contents.

Government agencies and employers have a key role to play in raising awareness about the implementation of legislation to prevent and address sexual harassment. For example, in Pakistan, the 2010 Protection against Harassment of Women at the Workplace Act places a responsibility on employers to create a safe working environment for women workers, including a workplace policy and complaints system.

- ➔ **Refer to Case Study 7.1: Employers in Pakistan committed to implement Protection against Harassment of Women at Workplace Act 2010, as an example of awareness-raising with employers organizations in Pakistan.**

Five sample sexual harassment policies can be found in Information Sheet 6 (see below). They illustrate examples of model clauses and procedures that can be included in workplace policies on sexual harassment. The sample policies follow a similar format: a) in defining sexual harassment, b) in setting out the company's commitment to end sexual harassment, and c) listing the responsibilities of employers and workers in implementing the policy. The four sample policies are:

- Viet Nam Code of Conduct on Sexual Harassment in the Workplace (Ministry of Labour, the Viet Nam Chamber of Commerce and Industry and the Viet Nam General Confederation of Labour)
- Sample sexual harassment policy and procedure (International Trade Union Confederation)
- Sample sexual harassment policy (Klosters Brothers, South Africa -Ethical Trading Initiative / WIETA)
- Sample sexual harassment policy: ILO Pacific Region

For the text of the four sample sexual harassment policies refer to Information Sheet 6: Sample Sexual Harassment Policies

4. Sexual harassment committees

Setting up an internal sexual harassment committee can be one way to ensure that there is a confidential procedure for complaints to be made and handled. In unionized workplaces sexual harassment committees and their membership can be specified in collective bargaining agreements. In non-unionized workplaces it is more difficult to ensure the principles of independence, impartiality and fairness. These are issues that should be carefully considered when developing workplace procedures.

Sexual harassment committees can play an important role in raising awareness of sexual harassment, helping to change workplace culture and promote a more positive working environment. They can have a role in suggesting solutions to factory-wide problems and give workers and employers an opportunity to see the benefits of constructive social dialogue at local level.

However, there are many challenges to be overcome in setting up and making committees visible and effective. Multi-stakeholder initiatives such as FWF, ETP and ETI have found that most suppliers do not have internal complaints committees that deal with sexual harassment, and where they do exist workers are often not aware of them. High turnover of workers presents challenges to training committee members. A further problem is that some factories and farms employ workers through sub-contractors, particularly when there is a peak in orders. These workers often do not have contracts of employment and are not covered by internal complaints procedures.

Workplace Internal Complaints Committees (ICC) on sexual harassment are required in India by the Sexual Harassment of Women at Workplace Act, 2013 and a Bangladeshi High Court ruling recommends factories establish Anti-Harassment Committees (AHC). In India, the legislation requires that ICCs include a senior woman manager and a member from an NGO or association "committed to the cause of women or a person familiar with the issues relating to sexual harassment." At least half the members have to be female.

In some workplaces, ICCs have begun to play an important role in enabling new groups of workers to be trained and know their rights, and for managers to see that preventing violence and sexual harassment can bring benefits to the factory. The establishment of a committee can also be a first step for trade unions to play a role in the workplace and an important early step towards giving workers some voice and suggesting solutions to organizational issues. However, it is important that the committees are open to scrutiny if they are to function effectively and not lead to further problems for complainants.

There is some evidence that internal committees can have a positive impact in reducing sexual harassment and in changing the way that women are perceived in factories. FWF training under the programme resulted in more harassment cases reported to the anti-harassment committees and via the FWF telephone helpline. The project piloted new workplace procedures in Indian and Bangladeshi factories where there were no unions, as a first step towards social dialogue. In an environment where few workers are aware of their rights, FWF worker training provided a first exposure to labour rights,

such as reasonable working hours, a safe and healthy working environment, and freedom of association and the right to collective bargaining. Practical strategies to implement sexual harassment legislation included the establishment of worker-elected anti-harassment committees and formal policies and grievance procedures, in more than 50 garment factories. Thirtyfour anti-harassment committees, composed of workers' representatives, factory management and representatives of non-governmental organizations, were operational in Bangladesh and India in 2014. Since taking on the additional responsibility of participating in anti-harassment committees, some women have become a more vocal presence on the factory floor and an increasing number of women have been promoted to supervisory roles since the start of the project.

However, it is important to be aware of the challenges in setting up and running sexual harassment committees. A survey carried out by the business organization ELEVATE in Indian garment factories found a number of challenges in implementing legislation on sexual harassment in the workplace. Female workers said it was the management's responsibility to ensure a harassment-free workplace, but they had less confidence in managers' capacities to handle sexual harassment incidents than male workers. Most workers reported that there was a general Internal Complaints Committee in their factory but only a small number had heard of the local complaints committee for sexual harassment. The survey found limited evidence of training and contract workers and workers with lower levels of education were most vulnerable.

Source: Webinar sexual harassment in Indian workplace: <http://www.elevatelimited.com/webinars/33-blog/past-webinars/202-sexual-harassment-awareness-in-indian-factories-survey-results>

Tool 4: Tips on setting up and running sexual harassment committees

Consultations and expert advice

- ✓ Consult with workers, trade unions and local women's organizations prior to setting up the committee.
- ✓ Draw on expert advice about how to deal with the sensitive issues of sexual harassment and sexual violence in the workplace – this may be available from a local organization, business association or trade union. The ITUC and several global trade unions have practical resources.

Membership

- ✓ The membership of the committee should be in accordance with any national law (for example, as exists in India, Bangladesh or Pakistan). Where there are no national guidelines it is suggested that the membership of committees is predominantly – at least a majority – female. The committee should include both (senior female) managers and workers and the trade union representative, if there is one.
- ✓ If no trade union is recognized it is recommended that a local trade union or women's organization is invited to join the committee membership to provide expertise.

Training

- ✓ Ensure that all members of the committee have received specialist and informed training in sexual harassment and procedures for dealing with complaints.
- ✓ Regular training from an external expert for all committee members is likely to be necessary.
- ✓ Those designated to investigate and hear complaints should receive specialist training.

Responsibilities, procedures and remedies

- ✓ Designate a responsible senior manager and at least two workers to investigate and resolve complaints. Ensure that there are at least two women and one man on a panel and that they receive training in how to conduct confidential and impartial investigations.

- ✓ Ensure there are clear procedures in place to file complaints on behalf of harassed workers and to work with managers to resolve complaints.
- ✓ Include the right for workers to be represented by a union representative at all stages of the grievance complaint handling process, or someone else if there is no union.
- ✓ Provide effective remedies for victims of sexual harassment and violence (e.g. public apology, counselling and/or financial compensation).
- ✓ Sexual harassment should be treated as a misconduct, with appropriate disciplinary procedures in place for dealing with this (e.g. a warning, suspension or termination of employment).
- ✓ Have an agreed confidential process for documenting complaints of sexual harassment.
- ✓ Have interim measures in place to deal with complaints if a worker requests this. For example, temporarily moving a respondent or an aggrieved worker from their current work location. Lasting solutions should not involve the complainant having to move but rather the perpetrator.
- ✓ Put in place preventive measures, including training for managers, supervisors and workers and promote a culture of a safe working environment.
- ✓ The sexual harassment committee might map the 'hotspots' where there is frequent harassment in particular areas in the workplace and suggest remedial action.
- ✓ Be prepared to deal with and give assistance to workers affected by sexual harassment outside of the workplace, for example, on public transport or name calling at the factory gates.

Monitoring

- ✓ Enable trade unions and women's organizations with a knowledge of gender-based violence to play a role in monitoring the process and to ensure that cases are handled effectively.
- ✓ Provide confidential minutes of all meetings.

Information about the committee and its role

- ✓ Information about the role of the committee and how to make confidential complaints should be displayed in a prominent place so that employees are aware of their rights. Include names and contact numbers of members of the committee.
- ✓ Ensure that information is accessible to young workers and workers with low literacy levels. Consider writing a small information booklet for workers using pictures and simple illustrations.

5. Setting up and running hotlines and helplines

Hotlines provide an important confidential service for workers experiencing sexual harassment and violence. Hotlines should be confidential and available to support women who need advice. Callers are likely to be vulnerable and emotional, and call handlers should have the necessary training to deal with gender-based violence and employment issues.

Tool 5: Tips on providing hotline services:

- ✓ Give reassurance that the hotline is a confidential service for women and men.
- ✓ Be professional, patient, listening and give compassionate responses to the caller, particularly because the caller is likely to be upset or in distress.
- ✓ Responses should be dealt with in a calm way and advisers should not make judgments or ask inappropriate questions.
- ✓ Give reassurance and information about how the caller can get support, deal with or refer a complaint and/or how to access an appropriate service, for example, from a local trade union or women's organization.
- ✓ Follow up the call with relevant information about complaints procedures that exist.

Hotline handlers should be trained to deal sensitively with issues concerning sexual harassment and abuse and help workers and other parties to file complaints. It can provide a safety net but is not a substitute for formal workplace complaints handling mechanisms. It may take some time for a hotline to win the confidence of workers. Building trust in the hotline is important. FWF found that many of the early calls to the FWF Hotline concerned sex discrimination – on issues such as pregnancy dismissal. Over time hotlines have become trusted to deal with sexual harassment and abuse issues.

Additional resources and information on setting up and running hotlines

John Hopkins Bloomberg School of Public Health Field (2003) Setting up a Hotline. This provides a step-by-step guide for starting a hotline or enhancing an existing hotline. For further information see: http://pdf.usaid.gov/pdf_docs/PNACU541.pdf

IOM (2007) Hotline Management in the context of trafficking in persons: A Basic Guide. The Guide provides guidance on how to assist callers to hotlines and how to monitor and evaluate the hotline. http://publications.iom.int/system/files/pdf/iom_handbook_assistance.pdf

MODULE 1

MODULE 2

MODULE 3

MODULE 4

MODULE 5

MODULE 6

MODULE 7

MODULE 8



CONTENTS

Briefing 7.2 – Practical strategies for integrating gender-based violence into occupational safety and health

1. Introduction

Summary of key points

- Sexual harassment and violence are significant safety and health risks.
- Gender-based violence affects women's physical, sexual and reproductive health and can result in lost days from work, poor motivation and women leaving their jobs.
- Inadequate toilets, limits on use of toilets and toilet breaks can have health consequences for women, especially pregnant women, such as increased risk of cystitis and other infections.
- Employers and managers have a key role to play in changing workplace behaviour and in addressing the health-related consequences of gender-based violence in the workplace, including raised level of HIV/AIDS infection.
- Addressing health-related issues can help to retain workers and promote a positive working environment, which is good for company productivity.

This briefing outlines the importance of sexual harassment and violence as an integral part of occupational safety and health measures. Sexual harassment and violence are significant occupational risks facing women and men in the workplace.

2. Addressing gender-based violence in occupational safety and health

It is important that sexual harassment should not be side lined as 'just a women's issue' and that it is a central part of safety and health for workers, as well as a gender equality issue. In some sectors and in some countries, safety and health policies and factory inspections are often inadequate and rarely focus on the safety and health impacts of sexual harassment and violence.

Taking steps to identify and address gender-based violence in occupational safety and health

Here are some of the initial steps that can be taken by managers and/or supervisors and workers to identify the main occupational safety and health risks in the workplace.

- ✓ Highlight risks that apply particularly to women or particularly to men (Consider gendered job roles – e.g. as identified in a simple gender audit).
- ✓ Map how many of these risks are covered in the workplace.
- ✓ Identify if sexual harassment and violence are included and what gaps exist.
- ✓ Find out what impact violence and sexual harassment have on women's physical, mental, reproductive and sexual health.
- ✓ Consult with women workers to find out what can be done to reduce the risks identified.

The type of work carried out by many women in global supply chains, coupled with societal roles and social structures, means that women face a higher risk of psycho-social hazards and risks that can cause work-related stress, burnout, violence, discrimination and sexual harassment.

Bringing sexual harassment into mainstreaming occupational safety and health

The **IUF Action Program for Equality** includes a commitment to fight for safe and decent workplaces for women; to ensure that a policy on bullying and sexual harassment is agreed upon at every workplace; and seeks to address women's safety and health at work with a special emphasis on domestic violence and violence in the workplace. Including gender-based violence in the occupational safety and health agenda is a way to get these issues incorporated into the mainstreaming agenda affecting all workers. Framework agreements and collective bargaining has been important ways to set this agenda.

Training for women to address gender-based violence in Tanzania

The Tanzanian unions TUICO and TAMICO have addressed women's health and gender-based violence in the workplace through training 25 women from textile, mining and energy companies. Topics included gender-based violence and how to address sexual harassment and rape. The project found that young women from textile factories are often victims of gender-based violence by senior staff, mostly expatriates. Many of the young women come from villages far away and live in hostels within the factory compound, where, in most cases, no other activities beside work are available. There is a very high pregnancy rate among young women in the factory. During the workshop women were encouraged to report any offence to their trade union representative at the plant. The average age in the factory is 23 years. Source: IndustriALL <http://www.industriall-union.org/issues/building-strong-unions/health-and-safety/hiv-aids>

An ILO Code of Practice on safety and health in the agriculture sector is an example of a code that covers sexual harassment and includes a model sexual harassment policy.

➔ Refer to Information Sheet 5: ILO Code of Practice on safety and health in agriculture.

Gender-based violence in the world of work and HIV/AIDS

Workplace HIV/AIDS and sexual and reproductive health programmes can play an important role in combatting gender-based violence. Successful work-based HIV/AIDS programmes – usually negotiated between union and employer – focus on educating men and women about the consequences of violent and unprotected sexual behaviour.

For further information on drawing up a workplace HIV/AIDS policy see ILO Code of Practice on HIV/AIDS and the world of work, including guidance on how policies can be gender-specific: http://www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@ilo_aids/documents/publication/wcms_113783.pdf

See also leaflet on ILO Recommendation on HIV/AIDS in the workplace: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---ilo_aids/documents/publication/wcms_157866.pdf

In Africa trade unions play an important role in challenging violence, as part of innovative HIV voluntary testing and education programmes. Through education and collective bargaining, unions can bring about changes in the workplace. The factory or the farm can be an excellent entry point to deal with sexual harassment, as has been shown with HIV/AIDS workplace initiatives in sub-Saharan Africa.

➔ Refer to Case Study 7.2: The South African Clothing and Textile Workers Union: Worker Health Programme, for an example of an innovative programme and a good model for organizations designing sexual rights and reproduction health programmes as part of gender-based violence programmes at production points in global supply chains.

➔ Refer to Case Study 7.3: Social dialogue examples from the transport sector on changing men's behaviour.

Tool 6: Tips for addressing gender-based violence in occupational safety and health initiatives

- ✓ Ensure that sexual harassment and violence is part of occupational safety and health policies.
- ✓ Promote the participation of workers and their unions, especially vulnerable women workers and younger workers who are most at risk of sexual harassment and violence.
- ✓ Address gender-based violence issues that impact on women's safety and health. Restricting access to toilets, toilet breaks and access to drinking water is a form of gender-based violence, and represents major occupational safety and health risks.
- ✓ Different fire exits for women and men may mean fewer and less safe exits for women.
- ✓ Requirements to work excessive hours especially impact on mothers.
- ✓ Ensure that occupational safety and health training for workers include information about risk prevention and workers' rights. This should cover psycho-social risks associated with stress, work-related violence and harassment and measures to prevent or control those risks.
- ✓ Include measures to protect male and female workers' reproductive health, including protection for pregnant women from chemical, biological and physical hazards.
- ✓ Draw up gender-sensitive indicators to measure outcomes, for example, related to the number of working days lost due to sexual harassment and violence, and women's and men's participation in training on occupational safety and health risks.

Case Study 7.1

Employers in Pakistan committed to implement Protection against Harassment of Women at Workplace Act 2010

This case study gives an example of awareness-raising with employers' organizations carried out by the Federal Ombudsman Secretariat for Protection against Harassment of Women at Work in Pakistan. It illustrates an approach that can be taken to implement legislation to prevent sexual harassment and shows how government awareness-raising can be carried out in partnership with employers.

The 2010 Protection against Harassment of Women at the Workplace Act requires all public and private organizations to adopt an internal code of conduct and a complaints and appeals mechanism aimed at establishing a safe working environment for working women. Employers are responsible for implementing the Act and copies of the code of conduct must be displayed in a conspicuous place in the workplace. A failure to implement the provisions in the legislation will result in fines for employers. The Act defines harassment as: "Any unwelcome sexual advance, request for sexual favour or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment."

The Employers Federation of Pakistan (EFP) is committed to addressing sexual harassment at the work place through the implementation of the Sexual Harassment at the Workplace Act. In 2015 the EFP and Federal Ombudsman Secretariat, together with the Islamabad Chamber of Commerce and Industries and the ILO country office for Pakistan, organized a series of seminars on the Act of 2010 attended by a wide range of stakeholders, including employers, workers, academia, media, NGOs and government representatives.

The President of the Employers' Federation of Pakistan has emphasized the need to raise awareness on existing laws on sexual harassment at the workplace among employers and to ensure compliance in order to provide a safer and enabling environment to women workers. Because of EFP's efforts, many enterprises and businesses now have mechanisms for effective implementation of the Act, such as inquiry committees.

Source: ILO Press release, Islamabad, 04 February 2015. http://www.ilo.org/islamabad/info/public/pr/WCMS_342562/lang--en/index.htm

For further information on the 2010 legislation and the work of the Federal Ombudsman Secretariat for Protection against Harassment of Women at Work see: <http://www.fos-pah.gov.pk>

Case Study 7.2

The South African Clothing and Textile Workers Union: Worker Health Programme

This case study is an example of how sexual rights and reproductive health can be addressed through occupational safety and health initiatives. The innovative SACTWU programme provides a good model for organizations designing sexual rights and reproductive health programmes as part of gender-based violence programmes at production points in global supply chains. It also has key relevance to understanding how occupational safety and health programmes can cover women's health, HIV/AIDS and gender-based violence.

“We call on all our members to make a special pledge and commitment to fight all forms of violence and abuse against women and children.” (The South African Clothing and Textile Workers Union)

The South African Clothing and Textile Workers Union (SACTWU) organizes clothing, textile, leather, footwear and retail workers in South Africa. Two-thirds of the union's members are women. In 1998, because of the increase in HIV/AIDS related deaths, SACTWU set-up a worker HIV/AIDS health project, one of the first to be established by a trade union.

SACTWU and the employers have jointly agreed statements on the importance of combating HIV/AIDS. SACTWU demonstrated that the most effective way to combat HIV/AIDS and gender-based violence in the workplace was to build partnerships with employers and government. Union/employer joint statements and Bargaining Council Agreements were two important ways in which SACTWU became an internationally recognized leader in HIV and TB workplace implementation programmes. (See SACTWU website for Bargaining Council at www.nbc.org.za)

On World AIDS Day 2013, members of SACTWU gave a «face» to the HIV and gender violence pandemic that has affected the lives of so many South Africans. Each factory was asked to create a doll that told “their story” about HIV/AIDS and gender-based violence. It was a “safe place” for people to voice their feelings, to give outsiders an opportunity to gain some insight into other people's lives and to learn from their experiences. The dolls were initially exhibited at regional union offices and then in galleries and museums across the country. (Solidar, 2012)

Case Study 7.3

Social dialogue examples from the transport sector on changing men's behaviour

Transport is an important 'world of work' issue and an area of risk of gender-based violence. The transport industry plays a vital part in transporting goods in the global supply chain – by ship, air or road. Responding to the transmission of HIV infection along supply routes, where transactional sex at border controls can be a major carrier, is a key priority for health programmes. This example shows how transport unions have addressed men's behaviour in order to address gender-based violence and HIV/AIDS awareness.

Transport unions have a predominantly male membership, making it an important influencer of male attitudes. The global union, the International Transport Federation (ITF), argues that violence against women cannot be challenged without a change in men's behaviour. Highlighting the health dangers of violent or non-consensual sex can influence men to change their behaviour. Education about violence in the context of HIV/AIDS awareness can help both men and women to appreciate the serious health consequences of violent behaviour and sexual violence.

Rwanda: spouses take charge

Wives and partners of male transport workers exposed to or infected by HIV are vulnerable to infection by their husbands, as are their children if women become pregnant after infection. Women have a strong motivation to educate themselves, their husbands and the wider community about the dangers of unprotected sex, violence and HIV/AIDS.

The Rwanda Truckers Spouses' Association (RTSA), an association with over 2,000 members, was formed in consultation with the ITF affiliate, *Association des Chauffeurs des Poids Lourds au Rwanda* (ACPLRWA). The initiative came from the spouses themselves after they realized the challenges and problems they share.

"We are exposed to a high risk of HIV/AIDS due to the type of work our husbands do, so we decided to educate men and women on the prevention of the disease, as well as about the dangers of violence towards women." (Irene Babazi, RTSA chair)

Central African Highway Truckers' drop-in centres at border posts challenge violence

The Amalgamated Transport and General Workers Union (ATGWU) in Uganda, and other ITF affiliates from Burundi, the Democratic Republic of Congo, Kenya and Tanzania, are supporting projects for long-distance drivers along the Northern Corridor in Central and Eastern Africa. The truckers are an important link in the global supply chain, transporting primary products, such as coffee and tea.

The ATGWU runs a drop-in centre at four border crossings where truckers are often delayed by border controls for several days – a wait which often involves casual or transactional sex. In the centres, full-time co-ordinators work with teams of trained HIV/AIDS peer educators and counsellors. They conduct sessions for both drivers and local community members, at which violence against women and sexual violence are challenged.

"The ATGWU has to challenge male violence – it is a major reason for rising levels of HIV infection. We have increased the focus on gender-based violence ... because a growing number of cases ... are being reported by peer educators and recorded at Ugandan police stations." (John Mark Mwanika, HIV/AIDS co-ordinator, ATGWU)

Source: ITF Action Guide on Violence Against Women.



References and further resources

a) References

AWAJ Foundation, AMRF Society and CSI. (2013). Insight into the Life and Livelihood of Bangladesh's RMG Workers. Workers Voice Report 2013. AWAJ Foundation, AMRF Society and CSI, Dhaka. Available at: http://awaj.info/wp-content/uploads/2013/10/Workers_Voice_Report_2013.pdf

Di Martino, V., Gold, D., and Schaap, A. (2002). Managing Emerging Health-Related Problems at Work – SOLVE: Stress, Tobacco, Alcohol and Drugs, HIV/AIDS, Violence, ILO Infocus Programme on Safety and Health at Work and the Environment, and ILO International Training Centre, Turin.

Haspels, N., Kasim, Z M., Thomas, C., McCann, D. (2001). Action against Sexual Harassment at Work in Asia and the Pacific. ILO Bangkok Area Office and East Asia Multidisciplinary Advisory Team 2001 <http://www.ilo.org/public/english//region/asro/bangkok/download/sextech.pdf>

ILO. (2010). Code of practice on safety and health in agriculture. ILO Sectoral Activities Programme. Available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_159457.pdf

ITF Action Guide on Violence Against Women. Available at: <http://www.itfglobal.org/en/resources/reports-publications/itf-action-guide-on-violence-against-women/>

United Nations. (2011). Expert Group Meeting Gender-Based Violence and the Workplace 13-14 December 2011 Background Brief. Available at: <http://www.un.org/womenwatch/osagi/egm/Background-Brief-EGM-Gender-Violence.pdf>

UNFPA. (2013). Addressing gender-based violence. Available at: <http://www.unfpa.org/sites/default/files/resource-pdf/final%20sexual%20violence%20CSW%20piece.pdf>

WHO. (2010). Addressing violence against women and HIV/AIDS – What works? World Health Organization and Joint UN Programme on HIV/AIDS, Geneva. Available at: http://whqlibdoc.who.int/publications/2010/9789241599863_eng.pdf

b) Additional resources and further reading

EU-OSHA. (2014). Mainstreaming gender into occupational safety and health practice <https://osha.europa.eu/en/publications/reports/mainstreaming-gender-into-occupational-safety-and-health-practice/view>

ILO. Code of Practice on Workplace Violence in Services Sectors and Measures to Combat this Phenomenon. Available at: http://www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@safework/documents/normativeinstrument/wcms_107705.pdf

ILO. (2001). Action against Sexual Harassment at Work in Asia and the Pacific. International Labour Office ILO Bangkok Area Office and East Asia Multidisciplinary Advisory Team

ILO. (2002). Gender equality: A guide to collective bargaining. Available at: www.ilo.org/actrav/what/pubs/lang--en/docName--WCMS_113700/index.htm

ILO. (2010). Checklist on sexual harassment. Country Office for Indonesia, Jakarta. Available at: www.ilo.org/jakarta/info/public/nl/lang--en/docName--WCMS_149651/index.htm

ILO. (2013). 10 Keys for Gender Sensitive OSH Practice – Guidelines for Gender Mainstreaming in Occupational Safety and Health. http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_324653.pdf

WHO. (2006). Gender equality, work and health: A review of the evidence. http://www.who.int/occupational_health/publications/genderwork/en/

Module 8: Social dialogue and working in partnership

Learning objective

The contents of this module enable participants to:

- Appreciate the role and value of social dialogue and partnerships in preventing sexual harassment and violence at work.

Module contents

One briefing:

- Briefing 8.1 – Social dialogue and working in partnership

Six case studies:

- Case Study 8.1: Indonesian Employers' Association – Guidelines for employers on sexual harassment
- Case Study 8.2: Global union ITF Action Guide on Violence Against Women
- Case Study 8.3: Challenging sexual harassment in horticulture through social dialogue in Uganda
- Case Study 8.4: Collective bargaining agreement on sexual harassment with banana producers in Latin America
- Case Study 8.5: Global union UNI Break the Circle! Campaign
- Case Study 8.6: The role of men and boys in ending violence against women

Two learning activities (in Part C, electronic format):

- Learning Activity 8.1: Social dialogue in the workplace: reducing production pressures
- Learning Activity 8.2: Negotiating a collective bargaining agreement on violence and abuse in the workplace

Target audiences

This module will be of particular interest to:

- Lead global companies (e.g. brands and supermarkets)
- Employers' organizations, business associations and trade unions at local, national and international level
- Local trade unions and NGOs supporting worker education
- Multi-stakeholder initiatives and CSR stakeholders
- Legal and government agencies
- Occupational safety and health specialists and representatives
- International and local development programme planners

Briefing 8.1 – Social dialogue and working in partnership

1. Introduction

Summary of key points

- Social dialogue can be an effective approach to preventing workplace sexual harassment and violence.
- Social dialogue can be carried out between representatives of government, employers and workers (tripartite) or between representatives of employers and workers (bipartite).
- Working in a wider partnership (bringing together employers, trade unions, local government representatives, NGOs and women's organizations) at the local level can achieve lasting outcomes in addressing sexual harassment and violence.

Social dialogue is defined by the International Labour Office to “include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. Social dialogue is the ILO’s best mechanism in promoting better living and working conditions as well as social justice. It is an instrument, a tool of good governance in various areas and its relevance is not just related to the process of globalization but in general to any effort to make the economy more performing and more competitive and to make society in general more stable and more equitable.” (ILO. Social Dialogue: Finding a Common Voice. Available at: <http://www.ilo.org>)

Examples of tripartite and bipartite social dialogue initiatives are included in the case studies in this module, with the aim of showing the importance of social dialogue in raising awareness and finding practical solutions that can make a difference in the workplace.

In addition to social dialogue, broader partnerships can play an important role in bringing together a range of organizations to challenge gender-based violence. NGOs, in particular, play an important role

in working with women at grass-roots levels to build women’s empowerment and document violations of rights. Women’s organizations, trade unions and business associations can form effective partnerships to work together to highlight issues about violence against women in the workplace.

2. Social dialogue between employers and trade unions in the workplace

Social dialogue models vary from one country to another, and can exist at the national, regional, sectoral and workplace level. They are based on the principle of ‘freedom of association’, including the right to form and join a trade union and negotiate collective agreements, which is embedded in international human rights standards.

Freedom of Association

- Freedom of association is vitally important in enhancing the bargaining power and voice of workers involved in global supply chains.
- Trade union recognition in the workplace is crucial to ensuring decent work and pay, improved conditions of employment, non-discrimination and to preventing sexual harassment and violence.
- Employers and trade unions working together have a key role to play in tackling violence, including sexual harassment, in the workplace.

However, factories and farms providing goods in global supply chains are frequently non-unionized or have weak union structures, and in many cases there is direct hostility to trade unions. For example, widespread abuses of workers’ rights, including violations of the right to freedom of association in the garment and textiles sectors in India and



Bangladesh have been reported in the ITUC's Global Rights Index (2015) and by the Centre for Research on Multinational Corporations (SOMO) and the India Committee of the Netherlands (2014).

The increasing participation of women in global supply chain workplaces, coupled with advocacy campaigns carried out by women's organizations and trade unions, have resulted in gender-based violence in the world of work receiving greater public attention. In addition, the ILO and several MSIs have highlighted gender-based violence and other labour rights' issues in global supply chains.

Low pay, job insecurity, lack of union representation and gender-based violence in the workplace are inextricably linked. Workers will be at a greater risk of gender-based violence if they are denied the right to freedom of association and decent work. Eliminating sexual harassment and other forms of violence against women are an essential element of decent work. This is relevant across the whole supply chain – from local workplace negotiations and collective bargaining through to global advocacy and campaigns – to change the behaviour of lead companies. Ending violence against women, sexual harassment and discrimination can provide a useful starting point for developing social dialogue between unions and managers, particularly in the many factories where there is no union representation or any history of management-worker negotiations.

Social dialogue can enable the voice of women workers to be heard as a basis for negotiating workplace policies, complaints systems and collective agreements. While NGOs can effectively campaign on workplace conditions, NGOs cannot negotiate collective agreements on conditions of work. That is why an effective right to form and join a trade union is important.

Working together employers and trade unions can play an important role in highlighting the problem of sexual harassment and violence, and in negotiating policies and procedures to address sexual harassment and violence and where possible, include them in collective agreements. Importantly, trade union officials have often been trained in grievance handling procedures and can help develop appropriate processes and support training for members. Research by Professor Stephanie Barrientos (2013 and 2014) found that unions have

had a positive impact improving conditions of work in global supply chains. Evidence from the Ugandan floriculture industry (see Case Study 8.3) provides an example of an effective union campaign for a collective bargaining agreement, which resulted in permanent employment increasing by 75 per cent between 2001 and 2011, with significant gains also made in other areas.

3. Social dialogue on sexual harassment and gender-based violence

ILO Policy Brief for Employers' and Workers' Organizations

An ILO Policy Brief on eliminating sexual harassment in workplaces in Pacific countries emphasizes the benefits of internal policies on sexual harassment for employers achieved through social dialogue:

- Internal policies to boost and build on national legislation on sexual harassment help victims bring complaints by recognizing that employers have a duty to prevent and deal with sexual harassment.
- Internal policies serve a preventive role by stopping harassment before it occurs or by responding to it early on, before the problem escalates.
- Dissemination of the policy within the organization is vital to encourage victims to report cases and to inform and sensitize all workers, including management.
- An internal policy is beneficial to the employer, as it shows a commitment to gender equality.
- If an employer successfully deals with sexual harassment complaints, the company is more likely to have more productive staff and higher staff retention.

The ILO Policy Brief makes the following recommendations for governments, employers' and workers' organizations:

Guidance: Governments, employers' organizations and workers' organizations have a role to play in guiding others in developing sexual harassment policies. For example, workers' organizations can request that collective agreements include sexual harassment

clauses and complaints procedures. Further, governments can produce manuals or other publications for dissemination to employers both in the public and private sector, as well as workers' organizations.

Awareness-raising: Governments and other interested groups should raise awareness about sexual harassment, through various activities including publicity campaigns and widespread dissemination of information.

Training: Governments, employers' organizations and workers' organizations should conduct training on sexual harassment in the workplace for specific individuals including company executives, trade union leaders, human resources personnel and workers. Training should include explanations of the legal framework, how to develop policies or how to raise awareness within their own organization.

Research: Research is vital in showing the extent of the problem of sexual harassment in the workplace and in analysing whether current measures are adequate.

The ILO guidelines consider that relevant organizations should "conduct research and collect statistics in a systematic way to ensure a better understanding of the problem. This research will support and inform steps which the government, employers' and workers' organizations should take to minimize sexual harassment."

Source: ILO (2015) Eliminating sexual harassment in workplaces in the Pacific Countries (ILO Office for Pacific Island Countries).

Tool 7: Tips on what employers can do to prevent sexual harassment

- ✓ Inform managers, supervisor and workers, that sexual harassment will not be tolerated.
- ✓ Carry out a workplace survey, in consultation with unions and workers, to find out the extent of the problem in a workplace and how it can be addressed.
- ✓ Hold discussions with unions and workers to suggest ways to create a positive working environment.
- ✓ Develop workplace policies and confidential complaints mechanisms that aim to prevent and address sexual harassment and violence.
- ✓ Promote social dialogue and provisions within collective bargaining agreements on sexual harassment that address all workers (including casual, temporary, part-time as well as permanent and full-time workers), and that contain formal procedures for making complaints, and training and information for workers.
- ✓ Ensure that managers and supervisors participate in training about sexual harassment and how it can be eliminated.
- ✓ Provide support for victims of sexual harassment and violence, including access to legal advice and support during complaints and grievance processes.

➡ See Case Study 8.1 showing research carried out by the Indonesian Employers' Association revealed that harassment led to sharply falling productivity, which subsequently led to the development of guidelines on tackling sexual harassment in the workplace.

Tool 8: Tips on what unions can do to prevent sexual harassment

Unions defend and represent the rights of workers, including the right to a working environment free of sexual harassment:

- ✓ Ensure union policies and structures address sexual harassment and violence.
- ✓ Hold union meetings, conferences and training to support initiatives to organize and negotiate for GBV prevention. Provide training and awareness-raising to union members and officers about sexual harassment and how it can be eliminated.
- ✓ Set up regular women's workshops for union members.
- ✓ Carry out a survey, hold focus groups and/or workshops with union members to find out the extent of the problem in a workplace and how it can be addressed (see example below on union workshops held in Kenya and Lesotho).
- ✓ Negotiate workplace policies and collective bargaining agreements that address all workers (including casual, temporary, part-time as well as permanent and full-time workers).
- ✓ Aim to build joint positions and unity among unions organizing workers in the same sector.
- ✓ Hold discussions with workers and managers to suggest ways to create a positive working environment.
- ✓ Draft a workplace policy on sexual harassment and disseminate it to all members.
- ✓ Include the prevention and elimination of sexual harassment in collective agreements, setting out the roles and responsibilities of managers, including formal procedures for making complaints, training and information for workers.
- ✓ Provide support for union members who are victims of sexual harassment and violence, including support during complaints and grievances processes. This can include a trade union legal assistance focal point for women victims, as a first point of justice.

Tool 9: Tips for unions for organizing workers in workplaces where there are no unions or where union presence is low

- ✓ Find ways of meeting with workers outside the factory gates or in the local community to find out what their needs are and to inform them of how unions can help them.
- ✓ Organize a community meeting in partnership with a local women's organization and invite women workers to attend to find out more about what the union can do.
- ✓ Organize training for women workers to build skills and knowledge about workers' rights and unions.
- ✓ Initiate contact with the employer and make arguments about why trade union representation can help the factory or farm to retain workers and promote a positive and healthy work environment.
- ✓ Draw up a plan to address gender-based violence (see example below).
- ✓ Train union officers and representatives on how to prevent and eliminate sexual harassment and violence in the workplace.
- ✓ Organize joint public events with other organizations on International Women's Day (8 March) and the UN Day for the Elimination of Violence against Women (25 November).



See Case Study 8.2: Global union ITF Action Guide on Violence Against Women, which contains a useful checklist for action and suggestions for union actions to end violence against women.

It is important, especially in the sensitive area of sexual harassment and violence, that women's insights and experiences are included in decision-making and the social dialogue process. Below are some examples of union workshops and initiatives to build women's empowerment and capacity to participate in social dialogue and collective

bargaining. Although many union events focus on women, it is also important that trade unions ensure that male members and supporters understand the reasons why sexual harassment is degrading to both women and men – and encourage men to stand against sexual harassment.



Examples of union workshops and initiatives to build women's empowerment and capacity

The **Ethiopian Industrial Federation of Textile, Leather and Garment Workers**, an affiliate of global union IndustriAll, has carried out training and empowerment of women garment workers to build women's self-esteem and to inform women about the importance of trade unions. Creative methods were used to talk to women about sexual harassment, including body mapping, workplace mapping and life mapping. Because sexual harassment is so prevalent in the Ethiopian garment industry, unions are stepping up their organizing efforts and supporting women facing sexual harassment. **Source:** IndustriALL

In Maseru, Lesotho, more than a third of the country's 40,000 textile workers belong to the **Independent Democratic Union of Lesotho**. The union has run women's workshops and training, supported by IndustriAll, in order to identify issues that women face at work. Issues raised by the women include insufficient toilet time, blocked or locked exits, excessive fatigue leading to fainting, excessive targets, sexual harassment, low pay which makes some women resort to prostitution, insufficient sleep, inadequate maternity leave provisions, and the risk of HIV. As one young garment worker in Lesotho said, "I want to work in a safe place and have a good salary and enough rest." The workshops used body mapping, workplace mapping, life mapping, as well as visualization of dreams. **Source:** IndustriALL news release: <http://www.industriall-union.org>

In Bangladesh, the **National Garment Workers Federation** (NGWF) carried out a successful women's leadership development programme with support from UK TUC Aid. NGWF is a trade union federation in the Bangladesh garment sector, with 42 registered factory unions and 1,221 factory committees; 57 per cent of members are female. The programme addressed the frequent harassment of women workers and the widespread hostility of garment factory managers towards trade unions. The training covered both new women members and those already active in their union. Further training was given to volunteer organizers on equality issues and organizing techniques. An evaluation of the programme showed its positive impact on levels of activism and women's self-confidence. **Source:** TUC Aid and NGWF: <https://www.tuc.org.uk>

The IUF Global Sugar Network carried out a series of workshops in four different sugar estates in Western and Nyanza provinces in Kenya with women members of the **Kenya Union of Sugar Plantation Agricultural Workers** (KUSPAW). The workshops discussed relevant issues for women workers in Kenya's sugar sector and made recommendations for a union programme addressing their concerns. One of the recommendations related to education and awareness raising on sexual harassment, because it is an issue that many women sugar workers are concerned about. Other issues included the need for a gender perspective in occupational safety and health, maternity protection, and reducing stress through the provision of childcare facilities. **Source:** IUF: <http://www.iuf.org>



4. Collective bargaining agreements

Well-functioning industrial relations including collective bargaining are keys to achieving fair living wages and improved working conditions in our supply chain. We believe that the (H&M) collaboration with IndustriALL and IF Metall will contribute to our already ongoing work within this field as well as help to create stable sourcing markets. (H&M CEO, Karl-Johan Persson November 2015) Source: <http://www.fibre2fashion.com>

Collective bargaining is the main way in which employers and trade unions can agree working conditions and terms of employment in areas such as fair wages, working time, training, occupational safety and health and equal treatment between women and men. Negotiations are held to arrive at a collective agreement, which also addresses the rights and responsibilities of the parties to the agreement, as well as the monitoring of the implementation of the agreement.

Although gender-based violence is a relatively new issue in collective bargaining, mobilization of women in unions and wider civil society has led to better awareness that gender-based violence is an occupational safety and health risk and can lead to lost productivity, absenteeism, stress and further violence. In addition, the ILO Conference Committee on Gender Equality (ILO, 2009) stated that sexual harassment and violence against women “should be addressed through social dialogue, including collective bargaining where applicable at the enterprise, sectoral or national level”.

The ITUC has drawn up a model clause for collective bargaining agreements as set out in the box below.

Sample sexual harassment clause for collective bargaining agreements: ITUC

(a) Introduction. The union and the employer recognise that sexual harassment may occur in the workplace and are committed to preventing and ending it. Sexual harassment is also a disciplinary offence.


(b) Definition. Sexual harassment is unwanted, unwelcome and unasked-for behaviour of a sexual nature. It can occur either on a one-time basis or as a series of incidents, however minor. Sexual harassment is coercive and one-sided and both males and females can be victims.

(c) Action. A harassment victim may lodge a harassment complaint with a person of confidence, designated by the union in agreement with the company. The person(s) of confidence, who will be appropriately trained, shall investigate any harassment complaint, in a timely fashion and on a confidential basis.

An employee alleging harassment in the workplace has the right, after informing the person of confidence, to leave the work area without loss of pay, rights or benefits, and to refuse to return to the work area until there has been an investigation of the complaint. The redress must reflect the seriousness of the harassment case. It may be an apology, a transfer to another department or a layoff. The harasser, not the victim, must suffer the consequences of his or her actions.

The employer will include compulsory anti-sexual harassment training in its orientation for new employees in company time.

Source: ITUC. (2008). Stopping Sexual harassment at work: A Trade Union Guide http://www.ituc-csi.org/IMG/pdf/Harcelement_ENG_12pgs_BR.pdf

 **Information Sheet 6** provides four further examples of sexual harassment policies [click here]

The two case studies below provide examples of collective agreements:

➔ **Case Study 8.3 on the 2010 Ugandan floriculture industry agreement on a sexual harassment policy agreed following advocacy by trade unions and national and international NGOs.**

➔ **Case Study 8.4: Collective bargaining regional framework agreement on sexual harassment with banana producers in Latin America**

As Part A of this Resource Kit showed, domestic violence is a workplace issue, particularly if women miss days from work due to fear or injury. In addressing this issue and the need for employers to respond to domestic violence, unions in Australia, in partnership with domestic violence organizations and experts, drew up a model domestic violence clause for collective bargaining. In 2010, the first clauses providing paid leave and other entitlements to victims of domestic violence were included in union negotiated enterprise agreements registered with the Australian Fair Work Commission. By June 2015 over 860 agreements had a domestic violence clause, covering over two million Australian workers. Drawn up by the global union UNI, the box below shows principles that can be included in collective bargaining agreements so as to provide support in the workplace for victims of domestic violence.

UNI Practical Workplace Support on Domestic Violence – Key Principles

[Name of company] commits to give the following support and entitlements to help people break the cycle of domestic violence:

1. **Dedicated additional paid leave** for people experiencing family or domestic violence
2. **Confidentiality** of people's details will be assured and respected
3. **Workplace safety planning** strategies to ensure protection of individuals will be developed and clearly understood by the parties concerned
4. **Referral** of people to appropriate domestic violence support services
5. Provision of appropriate **training** and paid time off work for agreed roles for nominated contact persons (including union representatives or health and safety representatives as necessary)
6. People entitled to domestic violence leave will also be able to access **flexible work arrangements** where appropriate
7. People will be **protected against adverse action or discrimination** on the basis of their disclosure of, experience of, or perceived experience of domestic violence

Sources: UNI Break the Circle Policies for affiliated unions: http://www.breakingthecircle.org/descargas/en/man/violencepolicies_en.pdf

5. Working in partnership: employers, trade unions, NGOs and women's organizations

5.1 Working together to eliminate sexual harassment and violence

Working together, employers, trade unions and global or local NGOs/women's organizations can bring different perspectives, experiences and roles to eliminating sexual harassment and violence in the world of work. Broad national alliances can be very effective in promoting change.



- Trade unions have significant experience in gaining access to the workplace but in some cases, male-dominated structures can mean that sexual harassment and violence are not always high on the collective bargaining agenda.
- Employers can bring a valuable business perspective and through social dialogue make the links between eliminating sexual harassment and improving productivity and competitiveness.
- NGOs and women's organizations are often in contact with women in the community and have built trusted relationships with women in the area of gender-based violence but have limited access to the workplace and may not have adequate industrial relations experience.

By representing workers, trade unions can create a dialogue in the workplace about ending violence against women. They have an important role to play in documenting women's experiences of violence. Trade unions increasingly campaign against violence against women in the workplace.

➔ **See Case Study 8.5: Global union UNI Break the Circle! Campaign, which is an example of a global union campaign to end violence against women.**

Wider alliances can also be formed at the national and local level to help change attitudes to develop ideas and strategies to combat sexual harassment and violence. Alliances of organizations can share their knowledge, expertise and resources to establish effective strategies to challenge GBV and sexual harassment.

5.2 The role of NGOs and women's organizations in addressing gender-based violence

Some NGOs, women's organizations and advocacy organizations at the local, national and global levels have played an important role in identifying sexual harassment in global supply chains, and in working in partnership with multi-stakeholder initiatives, employers and trade unions. Global NGOs and women's organizations play a key role in carrying out research, training and advocacy, and informing policy in areas such as women's poverty, child labour, trafficking for forced labour, abuses of workers' rights and sexual harassment. In some cases they have

played a role in highlighting abuses of workers' rights in global supply chains and problems in company verification processes.

Global NGOs can work with local NGOs and other organizations, by providing support, training, information dissemination and resources for research and project activities connected to factories and farms in global production.

The following examples illustrate the work of NGOs and women's organizations in improving women's working conditions and addressing sexual harassment and violence in global supply chains.

- Global NGOs such as **Oxfam** have carried out research on global supply chains and extensive campaigning on gender-based violence (Oxfam 2004), including support to women's organizations and organizations that focus on the role of men and boys in ending violence against women. (Oxfam, 2012)
- **Action Aid International** (2013) has developed a range of practical resources and funding to support country programmes to build an understanding of gender-based violence in the context of an international safe cities programme.
- The global NGO, **Women in Informal Employment Globalizing and Organizing** (WIEGO), has contributed important research perspectives on the prevalence and drivers of contract labour in key sourcing countries of global supply chains. (WIEGO, 2013)
- **Women Working Worldwide (WWW)** partners with grassroots organizations to improve capacity and to support women workers in global supply chains supplying European markets to claim their rights, such as improved pay and working conditions. An international campaign to improve the rights of women working on flower farms gained wide international attention and was instrumental in raising issues of discrimination, poor working conditions and sexual harassment in flower farms. (Women Working Worldwide, 2014) WWW works with partners in Lesotho and Madagascar to create sustainable improvements to working conditions for women working in the garment industry. Training and working with trade unions and local partners has led to negotiations with employers. For further information see: http://www.women-ww.org/index.php?option=com_content&view=article&id=53&Itemid=59&limitstart=1

- **Banana Link** is an NGO working for fair and sustainable banana and pineapple trades, with a focus on raising awareness of the poor living and working conditions faced by plantation workers and small producers in Latin America, Africa and the Caribbean. Working in partnership with employers, trade unions and local organizations, Banana Link has carried out campaigns and raised awareness about women's working conditions, low pay, maternity rights, low union representation and sexual harassment in the sector. For further information see: <http://www.bananalink.org.uk>
- **Fair Wear Foundation** developed a Prevention of Violence Programme in garment factories, working with local partners. <https://www2.fairwear.org/vaw-prevention/#>

➔ **Refer to Case Study 4.3 Challenging sexual harassment in the apparel supply chain through MSI action**

5.3 Building alliances

Alliances are important to change attitudes and draw on a range of perspectives, ideas and strategies to combat sexual harassment and violence. At the local level this can include:

- Women's organizations and associations
- Human rights, social justice organizations and civil society organizations
- Men's groups and organizations working with men and boys
- Youth groups and organizations
- Trade unions
- Employers
- Training and education providers
- Experts, researchers and academics
- Representatives from local government and local health services

Womankind Worldwide is an international women's rights charity supporting women and girls to improve their lives and communities in Africa, Asia and Latin America. The organization partners with women's rights organizations on the ground. In the Ica Region of Peru, women make up 65 per cent of workers in the agricultural export industry – the majority are younger women. They endure long working hours, suffer from sexual harassment, and are exposed to fertilizers and pesticides, putting their safety and health at risk. Womankind Worldwide works with its Peruvian partner, the Women's Federation of Peru (FEPROMU) to reduce violence against women working in the agricultural industry. Training and leadership development on women's rights is designed to strengthen women's participation in unions and give women the skills to monitor the implementation of gender equality laws. The project led to the creation of the Agro-Industry Women's Association, enabling women to collectively claim their rights. It has successfully lobbied for a regional by-law on the prevention of sexually transmitted diseases and HIV for children and adolescents, introduced in June 2008.

"We were the first group of women in the Ica region brave enough to organize ourselves, with the help of FEPROMU...We have been able to change things: we are reporting violations of our rights, we stand up to defend our fellow women workers when they're being yelled at and we present group claims when our pay is incomplete". (Juana Perez Ramos, Agro-Industry Women's Association)

The project has been important in highlighting the harassment and violence faced by women, for example, when commuting to work. One campaign raised awareness about sexism and violence in Peruvian society, with the aim of mobilizing men, women, boys and girls from all walks of life to stand up against it. The campaign *Un Hombre No Viola!* (A Real Man Doesn't Rape) has got the public talking about the very high levels of rape and the apparent social tolerance towards it.

For further information see Womankind Worldwide: <http://www.womankind.org.uk>

5.4 Building the support of men in trade unions, as employers and in community organizations

Men have a vital role in preventing gender-based violence, taking responsibility for challenging discriminatory cultural practices and attitudes towards women and in constructing equal gender norms, roles and relations. Men's involvement is essential if the culture of victim blaming and silence is to be changed. Mobilizing men, for example, through trade unions, community organizations, and through the global White Ribbon Campaign is one way to start this process. The Mariners Union of Australia run a white ribbon campaign and on Human Rights Day, 10 December, trawler ships hoist a white flag.

➔ **Refer to Case Study 8.6: The role of men and boys in ending violence against women.**

5.5 Advocacy and campaigning for change

Advocacy and campaigning can change practices and enable the most vulnerable workers to claim their rights to decent work and a safe working environment free from sexual harassment and violence. Advocacy and campaigning is usually best carried out as a partnership between various organizations in the community, particularly trade unions, NGOs and women's organizations.

Tool 10: Tips in planning and running advocacy and campaigning activities

- ✓ Start by agreeing the objectives and focus of advocacy.
- ✓ Discuss who needs to be a part of the campaign and the alliances or coalitions that need to be formed that will benefit the campaign.
- ✓ Be clear about the goal(s) and main message for the campaign.
- ✓ Be clear in communicating the intended actions and anticipated outcome.
- ✓ Consider some of these actions:
 - Hold a public forum on a topic to raise awareness in the local community
 - Stage a rally, march or vigil to mark the UN Day to Eliminate Violence against Women, 25 November – invite participation from a wide cross-section of the community, including business associations and faith groups
 - Arrange an eye-catching event – e.g. on a washing-line hang sheets with messages from women and men challenging sexual harassment
 - Organize a speak-out where women or affected vulnerable groups can speak of their experiences
 - Commission a report or a research survey that argues the case against violence and provides an evidence base
 - Hold a press conference and write a press release summarising the survey
 - Make links with local media or arrange a radio debate
 - Organize meetings with local decision-makers, employers, police and community politicians
 - Carry out a range of lobbying activities such as letters, conversations or meetings with employers or local government officials

Case Study 8.1

Indonesian Employers' Association – Guidelines for employers on sexual harassment

This example shows the important role played by employers' organizations in preventing and eliminating gender-based violence.

Research by the Indonesian Employers' Association (APINDO) showed that Indonesian workplaces in which harassment is permitted tend to have sharply falling productivity. Sexual harassment leads to increased absenteeism, high turnover of staff and loss of valuable employees and to a poor public image of the company. (ILO-APINDO, 2012)

The findings of this research led the employers' association to produce new guidelines on sexual harassment.

“The ILO greatly welcomes this initiative of APINDO to prevent and manage sexual harassment at the workplace. As the main voice of employers on labour and social issues, APINDO plays an important role in creating a safe working environment for both workers and employers to ensure productivity, competitiveness and peacefulness of the business.” (Peter van Rooij, Country Director of the ILO in Indonesia)

APINDO stated that harassment at the workplace is:

“quite difficult to handle when no grievance procedure at the enterprise related to harassment has been established and understood by workers and employers and when the victims are hesitant to discuss their case. Therefore, these guidelines play an important role in encouraging prevention and action to avoid discriminative treatment at the enterprise and workplace levels. The guidelines have shown the seriousness of APINDO in tackling this issue by providing practical prevention and resolution to its members at the enterprise level.” (Sofyan Wanandi, Chair of APINDO, 2012)

An interactive discussion on Preventing Sexual Harassment at the Workplace was held by APINDO in order to disseminate the guidelines widely to the enterprises as well as to the public at large.

Source: ILO-APINDO Press release | Jakarta, Indonesia | 08 March 2012 http://www.ilo.org/jakarta/info/public/pr/WCMS_175093/lang--en/index.htm

Case Study 8.2

Global union ITF Action Guide on Violence against Women

The International Transport Workers' Federation (ITF) considers their members are often at the forefront of workplace violence. Many women transport workers have to deal with sexual harassment and gender-based violence, both in the workplace and in the community. *The ITF Action Guide on Violence Against Women* argues that violence against women is a trade union issue and encourages transport trade unions to make a difference through raising awareness, negotiating policies with the employer and campaigning with others to strengthen legal rights.

The ITF Action Guide is a resource with case studies, information on regional activities and action points. The practical resources are designed to help deliver collective agreements, legislation and other frameworks on violence prevention and justice.

The ITF has also drawn up the following action plan to tackle gender-based violence:

- ✓ Ensure that male members of the union are involved in developing policy and campaigns against gender-based violence – men are the most effective change-makers.
- ✓ Negotiate collective agreements with employers and prepare model clauses for employers to use.
- ✓ Produce clear and accessible resources aimed at both men and women about the connection between HIV/AIDS and violence against women.
- ✓ Build a popular campaign to encourage men, especially young men, to challenge violence against women.
- ✓ Encourage more men to take part in the UN Day for the Elimination of Violence against Women on 25 November – and carry on public campaigning throughout the year.
- ✓ Use transport networks or routes for advertisements on the consequences of gender-based violence – for example see national government advertisements on inter-generational sex in Uganda.
- ✓ Consider if the union can offer any support to victims of violence, possibly as a result of social dialogue – e.g. advice brochures or harassment hotlines.
- ✓ Place articles in newspapers, popular journals and local radio on the connection between gender-based violence and HIV infection. Encourage media debates.
- ✓ Develop relationships and initiatives with a broad range of civil society organizations – consider the possibility of a joint project and/or explore funding from the UN Trust Fund.

Source: ITF (2014) Action Guide on Violence Against Women http://www.itfglobal.org/media/1169/womens_violence_guide_english.pdf

Case Study 8.3

Challenging sexual harassment in horticulture through social dialogue in Uganda

This case study is an example of a collective bargaining agreement in the cut-flower sector in Uganda. It concerns union organizing from the bottom up and shows how this required the support of national trade unions, women's organizations and an employer's organization, as well as support from the government.

Sexual harassment in the cut-flower sector has been challenged through successful trade union organization and negotiation of CBAs. The CBAs set out the negotiated policy and procedure for dealing with sexual harassment on the farms. This was achieved despite marked hostility to trade unions from farm employers. An extensive academic research programme identified the importance of civil society and consumer campaigns in building clear farm policies on sexual harassment.

Kenya and Uganda

In both the Kenyan and Ugandan cut flower industries, there has been a notable reduction in sexual harassment of workers. The factors contributing to this were:

- ➔ **Civil society campaigns leading to appointment of gender committees.**
- ➔ **Greater awareness on flower farms.**
- ➔ **Unionization of workers.**
- ➔ **Increase in permanent contracts, reducing the ability of supervisors to demand sexual favours, which often occurred when hiring casual workers.**

Role of Collective Bargaining

In Uganda the 2010 *Collective Bargaining Agreement* and wider advocacy by trade unions and national and international NGOs focused on the priorities of women workers in the Ugandan cut-flower industry. The CBA was negotiated between the Uganda Flower Exporters Association (UFEA) and the two national trade unions representing floriculture workers (UHAWU and NUPAWU). The CBA covers all workers, including non-union members. It consists of two separate agreements. Phase I covers conditions of service, which is negotiated every two years. Phase II is on salaries and wages, negotiated annually (UFEA and UHAWU, 2011). The Ministry of Gender, Labour and Social Development was engaged in the CBA discussions. The government supplies farms with condoms for HIV/AIDS prevention.

The CBA includes provisions to put in place a sector-wide sexual harassment policy to take steps to eliminate and prevent sexual harassment in the workplace. (UWEA, 2011) Workers on permanent contracts are entitled to paid annual leave of 21 days, maternity leave of 60 days, paternity leave of four days, and sick leave approved by the farm clinic.

Freedom of association and workers' rights

Both flower and cuttings workers consider freedom of association and knowledge of their rights have improved since 2007. The union was well regarded by workers, particularly those on flower farms, where conditions have improved more dramatically as a result of the CBA. Farms have implemented a mixture of management-led and worker/union-led grievance mechanisms.



Most cuttings farms and two flower farms implemented grievance procedures for workers through human resources, where the union representative is present along with the complainant and their supervisor/manager and project-level administrators. All farms claim workers are free to join the union but workers raised the issue of victimization of union members, particularly union leaders on both cuttings and flowers farms. According to workers, antagonism towards the union (from all farm management, especially human resources) remains an issue on all farms. Although workers' awareness of their rights seems to have increased over the past five years, many workers report that union membership has declined.

Sexual harassment

Workers and managers acknowledged that sexual harassment of women at work and travelling to and from work are common. Farm management, local and international NGOs (UWEA and Women Working Worldwide) and the trade unions have established mechanisms for reducing sexual harassment, including the implementation of a sexual harassment policy. This was in place or in progress on eight of the nine farms where researchers interviewed.

Workers brought to the management's attention that the structure of farm management, which gave supervisors excessive power over production workers, contributed to sexual harassment in the workplace. This led to changes in management structures and reducing the discretionary power of supervisors. "Before, supervisors determined workers' job, salary, their entire being...but now we have made them understand that they are here because of their performance."

The trade unions as well as the companies are educated on the conditions facing women workers, and the costs of failing to meet the needs of women workers – both to the companies and to the women themselves. Testimonies from workers emphasized the importance of both UWEA and Women Working Worldwide. Although supportive, the union was not always sensitive to the needs of women workers. "Male leaders can't know the problems women have. The union was there, but UWEA helped us to develop the Women's Committee." Women workers can raise problems with the Women's Committee that they could not with the union representative or with company human resource managers.

Sources: Evers, B., Amoding, F., and Krishnan, A. (2014); Evers, B., Opondo, M., Barrientos, S., Krishnan, A., Amoding, F., and Ndlovu, L. (2014); Uganda Workers Education Association. (2011) and Women Working Worldwide. (2013).

Case Study 8.4

Collective bargaining agreement on sexual harassment with banana producers in Latin America

The Regional Coordinating Body of Latin American Banana and Agro-industrial Product Unions (COLSIBA) is campaigning to end a culture where sexual harassment is commonplace and justified by some male banana and pineapple producers as ‘part of their culture’. In 2013, following a union campaign, the company Chiquita introduced the first sexual harassment policy in the Latin American banana sector as part of IUF/COLSIBA/Chiquita Regional Framework Agreement.

Text of the Joint Understanding on Sexual Harassment: Appendix to the IUF/COLSIBA/Chiquita framework agreement

“Chiquita operations will continue fostering a safe environment for women workers so that they can carry on their work in a safe space free from all forms of harassment, bullying or discrimination due to their condition or gender.

Chiquita, IUF and COLSIBA agree to work on developing a joint understanding on sexual harassment, so that this kind of harassment will not be tolerated in the workplace. This joint work includes the creation by mutual agreement of training strategies and sharing examples of good practice aimed at personnel, for the prevention of sexual harassment situations.

To that purpose, every workplace must take necessary measures to ensure men and women workers have access to information about their rights in the workplace. The measures must take into consideration the laws (and relevant particularities of each country where Chiquita operates). Laws usually constitute minimum and not maximum standards. Where the provisions of law and this agreement address the same subject, the standard that provides the best protection to workers should be applied.”

The agreement references the ILO Code of Practice on safety and health in agriculture as a source for language on prevention of sexual harassment that could be included in collective bargaining agreements. The appendix was negotiated in the gender sub-committee of the Framework’s Review Committee and agreed in 2013.

For further information: Chiquita: <http://csrblog.chiquita.com/iuf-colsiba-agreement-with-chiquita-benefits-women-on-banana-plantations/> and IUF: http://www.iuf.org/cgi-bin/dbman/db.cgi?db=default&ww=1&uid=default&ID=111&view_records=1&en=1

Case Study 8.5

Global union UNI Break the Circle! Campaign

The global union for service workers, Union Network International (UNI), launched a Break the Circle! Campaign against gender violence. The specially designated website includes policy documents, discussion guides and campaign materials such as posters, banners and stickers.

UNI's overall campaign objectives are to:

- raise the issue of gender violence and its causes
- provide campaign action tools for change

Each year UNI adopts a specific area of gender violence, including: domestic violence; the role of men as agents of change, with posters and a campaign theme “BE MAN ENOUGH. BE A LEADER AGAINST GENDER VIOLENCE”; and violence at work, identifying why workplace violence exists.

For further information see: **UNI Equal Opportunities Break the Circle website:** <http://en.breakingthecircle.org>. The Break the Circle website includes many downloadable resources, including videos, posters and links. See: <http://en.breakingthecircle.org/#posters2>. Negotiator guides, policy documents, and discussion documents are also available: http://www.breakingthecircle.org/descargas/en/video1/guia_discu_en.pdf

Case Study 8.6

The role of men and boys in ending violence against women

This case study gives examples of advocacy and awareness-raising activities that have engaged men and boys in ending violence against women.

Oxfam (2012) has supported both women's organizations and organizations that focus on the role of men and boys in ending violence against women. Oxfam considers that to prevent violence, women and men must know about women's human rights and treat each other as equals. To support changes in attitudes and social norms, Oxfam has encouraged its partners to:

- Build alliances that bring together men and women from many sectors of society.
- Convince traditional leaders and other opinion-makers to support work to end violence.
- Combine mass campaigning with person-to-person discussions.

Building social movements to prevent violence

The *We Can End All Violence against Women Campaign* in South Asia, replicated in several African, East Asian and developed countries, has encouraged millions of women and men, girls and boys, to become "change makers". "Change makers" pledge to stop violence in their own lives and to convince their families, their colleagues and others to end inequality and violence. *Source: 'We Can End All Violence against Women Campaign website: <http://www.wecanglobal.org>*

Violence prevention with youth

The El Salvador Campaign to Prevent Gender-Based Violence recognizes young women and men as important agents of change. In cooperation with the Ministry of Education, the campaign organizes regular events at schools, such as discussion sessions and performances. Students and teachers reflect on the power relations between girls and boys, women and men, teachers and students, and how power is linked to violence. The campaign also conducts research and advocacy that reminds the government of its responsibility to protect women's rights, and proposes concrete measures to prevent and address gender-based violence.

The White Ribbon Campaign: Men working to end violence against women

The White Ribbon Campaign is a global campaign by men to end gender-based violence against women and girls. The white ribbon symbolizes a man's pledge to never commit, condone or remain silent about violence against women and girls. Originally consisting of one week of awareness-raising every year, the White Ribbon Campaign has evolved into a year-round effort on every continent, in over 55 countries. It focuses on identifying policy questions, educating men and boys and raising public awareness, by challenging men directly on their actions, ideas and beliefs. The predominantly male Australian Mariners' Union is one union that is active in the White Ribbon campaign, displaying white flags on sea-going vessels on White Ribbon Day. **For more information see:** www.whiteribbon.com

Break the Circle! – UNI affiliates in South Africa pledge to end violence

Male trade unionists in South Africa are making a pledge against violence, as part of the global union UNI's "BE MAN ENOUGH. BE A LEADER AGAINST GENDER VIOLENCE" initiative



Unions have drawn up a document whereby union members pledge to prevent and eliminate gender-based violence, with a specific focus on men's violence against women. It commits signatories to speak out against violence against women, to seek clear communication instead of assuming consent and to respect, listen and seek equality with every person they date and every person they know: NOT to look away, NOT to be bystanders and NOT to be silent. A commitment is made to play a role "in our personal, professional and leadership capacities" to end all forms of violence against women. **Source:** UNI Break the Circle Campaign website blog: <http://breakingthecircle.org/blog/en/pledge-against-violence-from-south-africa-join-in/>

References and further resources

a) References

Evers, B., Amoding, F., and Krishnan, A. (2014). Social and economic upgrading in floriculture global value chains: flowers and cuttings GVCs in Uganda. Capturing the Gains Working Paper 2014/42 <http://www.capturingthegains.org/pdf/ctg-wp-2014-42.pdf>

Evers, B., Opondo, M., Barrientos, S., Krishnan, A., Amoding, F., and Ndlovu, L. (2014). Global and regional supermarkets: implications for producers and workers in Kenyan and Ugandan horticulture. Capturing the Gains Working Paper 2014/38. Available at: http://www.capturingthegains.org/publications/workingpapers/wp_201438.htm

Uganda Workers Education Association. (2011). 'Developing strategies for change for women workers in African horticulture: The case of Uganda' in Collaboration with WWW. Kampala: UWEA.

ITF. (2014). Action Guide on Violence Against Women. Available at: http://www.itfglobal.org/media/1169/womens_violence_guide_english.pdf

ILO-APINDO. (2012). APINDO to launch the Employers' Guideline on Sexual Harassment at the Workplace. Available at: http://www.ilo.org/jakarta/info/public/pr/WCMS_175093/lang--en/index.htm

ITUC. (2015). Global Rights Index 2015 <http://www.ituc-csi.org/ituc-global-rights-index-2015>

ITUC. (2008). Stopping Sexual harassment at work: A Trade Union Guide http://www.ituc-csi.org/IMG/pdf/Harcelement_ENG_12pgs_BR.pdf

Oxfam. (2012). Guide to Ending Violence Against Women. Available at: <http://www.oxfam.org/sites/www.oxfam.org/files/ending-violence-against-women-oxfam-guide-nov2012.pdf>

SOMO (Centre for Research on Multinational Corporations) and the India Committee of the Netherlands. (2014). Flawed Fabrics: The abuse of girls and women workers in the South Indian textile industry.

United Nations. (2011). Expert Group Meeting Gender-Based Violence and the Workplace 13-14 December 2011 Background Brief. Available at: <http://www.un.org/womenwatch/osagi/egm/Background-Brief-EGM-Gender-Violence.pdf>

UNFPA. (2013). Addressing gender-based violence. Available at: <http://www.unfpa.org/sites/default/files/resource-pdf/final%20sexual%20violence%20CSW%20piece.pdf>

Women Working Worldwide. (2013). Sexual harassment: feature on cut flower farms and factories. In 'Women Working Worldwide: Promoting Women's Voices From Around The Globe'. www.women-ww.org/documents/AAnewsletter%202013%20Final%20low%20res.pdf

b) Additional resources and further reading

ILO. Stop sexual harassment and violence at work guide for Cambodian workers. http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_241660.pdf

Solidar. (2012). Social Protection for all – an action guide. Authors: Helga Jansen-Daugbjerg, Andrea Maksimovic, Jo Morris. Available at: http://www.solidar.org/IMG/pdf/decentwork_toolkit_en_short_web.pdf

ILO. (2011). Promoting Collective Bargaining Convention No. 154. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_244335.pdf

ILO. (2002). Promoting Gender Equality – A Resource Kit for Trade Unions. Available at: <http://labordoc.ilo.org/record/349551>