Ending sexual harassment in the world of work

A transformational approach

ASTRAPI Training Programme

Denmark, 4 April 2020

Dr. Jane Pillinger

Co-funded by the Erasmus+ Programme of the European Union

What is a transformational approach to ending sexual harassment?

- Takes account of societal and economic change / social norms that contribute to sexual harassment

- Prevention in the world of work

- Raises awareness about the impact and harm caused by sexual harassment

- Builds a culture of equality, trust, dignity and respect

- Addresses sexual harassment in effective and comprehensive ways

- Learning and changing practices

- Survivor/victim-focussed

- Prevention with perpetrators / holding perpetators accountable

- Ensures that everyone has a role to play

- Solutions are found through social dialogue

Ending sexual harassment in the world of work:
A transformational approach

i) Tackling gender inequalities, discrimination and social norms

ii) Comprehensive prevention and risk assessment in the workplace

iii) Human resource policies, procedures and practices

iv) Effective complaints procedures

v) Support and remedies for victims/ survivors

vi) Active bystander/ upstander approaches

vii) Perpetrator accountability

viii) Raising awareness, training, workplace guidance and campaigns

Preparing for a transformational approach

What do you need to do in your organisation(s) to ensure that a transformational approach is implemented?

Who needs to be involved?

i) Tackling gender inequalities, discrimination and social norms

- Evidence shows that sexual harassment is lower in more gender-equal workplaces and where there is gender-balanced leadership.

1. Promoting gender mainstreaming and gender equality in the workplace.

2. Addressing institutional sexism.

3. Ensuring that multiple and intersecting forms of discrimination are addressed.

What role can employers, unions and workers plays in tackling social norms, gender sterotypes and culture change?

ii) Comprehensive prevention and risk assessment in the workplace

- Preventing violence and harassment against women is an important occupational safety and health (OSH) issue.

- Risk assessment - an occupational safety and health tool.

- By assessing risks you are signalling ways to prevent sexual harassment.

- However, many risk assessments are not gender-responsive and fail to address the causes and consequences of violence against women in the world of work, in relation to both physical and psychosocial risks.

- **ILO Violence and Harassment Convention No.190 and Recommendation 206** offer an important lever to address gender-responsive risk assessment and ways to mitigate risks.

- What do you need to do to ensure risk assessments address risks of sexual harassment?

- What kind of risks are you looking for?

1: Do existing risk assessments take a gender-responsive approach and address risks of sexual harassment?

- Third-party violence and harassment
- Working conditions and arrangements, work organisation and human resource management (psychosocial risks)
- Discrimination, abuse of power relations, gender, cultural and social norms that support violence and harassment
- Risks of domestic violence in the workplace

2: Do existing measures to address and mitigate risks identified adopt a gender-responsive approach?

- Identify whether existing prevention plans mitigate risks in a gender-responsive way.
- Make recommendations for measures to address gender-related risks in future prevention plans.
- If not, ensure that future risks assessments are gender-responsive.

If a dedicated risk assessment is carried out on sexual harassment, make sure that it is integrated into existing risk assessments and prevention plans.

How do you ensure that women / other discriminated workers participate in identifying risks?

- Build trust with women workers to identify risks of violence and harassment and break the silence on this issue in the workplace.

- Find innovative ways to consult with women about their safety concerns, taking into account the impact of gender inequalities, work organisation, lone working, remote working and other changes that impact on risks.
    - FGDs, confidential surveys, participatory research
    - Listening to women's safety concerns
    - Safety walks, safety audits and mapping
    - Training of trade union representatives, occupational safety and health teams / collective bargaining teams to improve awareness

iii) Human resources policies, procedures and practices

- **What kinds of HR policies and procedures are in place?**

1. How do HR policies contribute to a culutre of equality, respect and dignity?

2. Is there a workplace policy / Code of Conduct? Is it fit for purpose?

3. How is it communicated to managers / workers?

4. How do these procedures help to open up spaces to discuss sexual harassment?

iv) Effective complaints procedures

- **How to ensure effective complaints procedures are in place?**

1. How to build confidence and trust in complaints procedures?
2. Complaints procedures and handling of complaints: informal and formal routes; ensuring effective solutions
3. Making confidential / anonymous complaints
4. Learning from complaints / implementing change
5. Consistent approaches

v) Support and remedies for victims/ survivors

- **What kinds of support and remedies typify a victim/suvivor centred approach?**

1. Support measures: counselling, paid leave, flexible working hours and reduce workload

2. Remedies: complaints are dealt with effectively and confidentially

vi) Active bystander/upstander approaches

- **How can active bystander approaches be promoted?**

1. A culture of confidential reporting on incidents

2. Training: evidence show the effectivenss of bystander training

3. Ensuring safe responses

4. Non-retaliation

5. Support for bystanders, witnesses and whistle-blowers

6. The role of men as active bystanders

7. Prevention of second order sexual harassment

A menu of bystander interventions: UN Women (2019)

| Support | Delegation | Document | Distraction | Direct interventions |
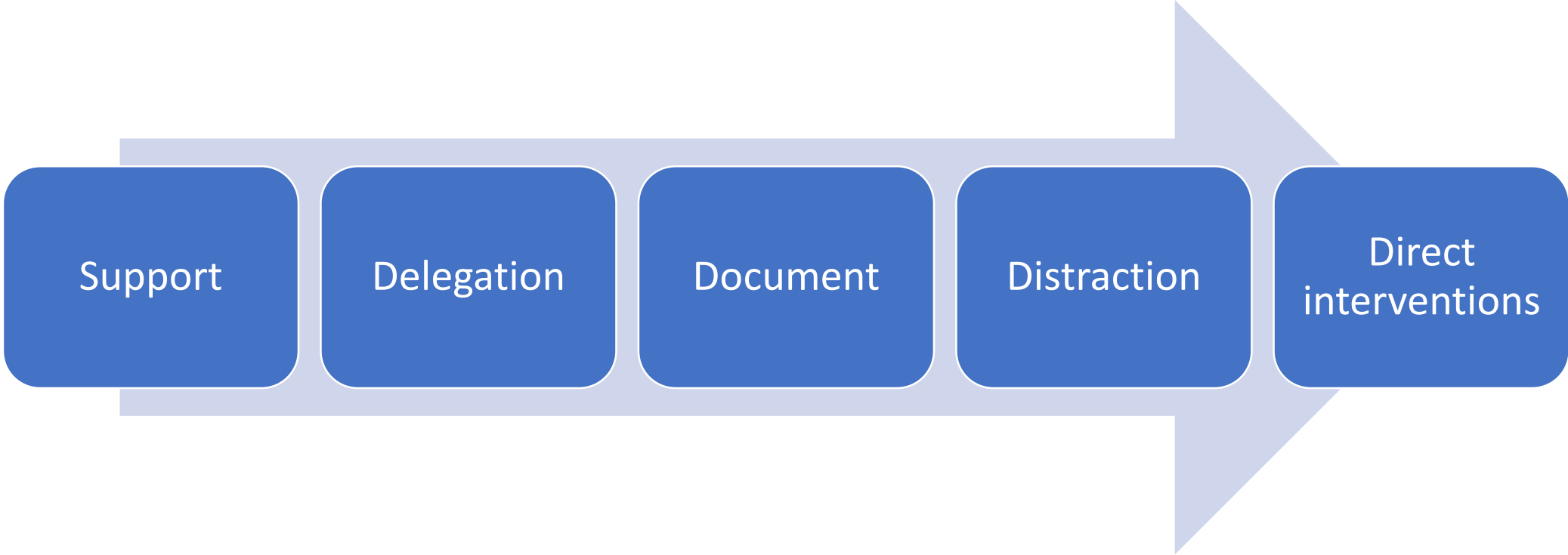
vii) Perpetrator accountability

- **How can perpetrators be held accountable?**

- **What does this mean in practice?**

- **How to end a culture that protects high-value employees?**

1. Workplace culture – modelling appropriate behaviour

2. Perpetrator treatment / counselling programmes

3. Application of grievance systems / sanctions

viii) Raising awareness, training, workplace guidance and campaigns

- **What kinds of awarness raising, training, workplace guidance etc. are needed?**

1. **Training:** CEOs/leaders/managers/supervisors, workers, bystanders

2. **Awareness:** open up spaces to enable victims/surivors to talk about sexual harassment, address unconscious bias and awarness of deeply rooted social norms

3. **Guidance:** how to apply workplace complaints procedures and investigations; communications with victims/survivors and perpetrators; and effectively resolving complaints

Thank you!