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# **ENGENDERING INDUSTRIES:** SURVIVOR-CENTERED APPROACHES TO WORKPLACE SEXUAL HARASSMENT AND OTHER FORMS OF GENDER-BASED VIOLENCE

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# GENDER-BASED VIOLENCE IN THE WORKPLACE

Eighty-five percent of women have experienced sexual harassment in the workplace, a persistent trend that is especially prevalent in male-dominated industries.<sup>1</sup> However, only seven percent of victims report the harassment<sup>2</sup> showing a general distrust and a lack of confidence in traditional grievance handling and reporting processes. Sexual harassment and other forms of gender-based violence (GBV) reduce employee satisfaction, morale, and productivity. When sexual harassment occurs within a team, companies lose an estimated \$22,500 in productivity per harassed individual.<sup>3</sup> However, companies that use survivor-centered approaches and create safe and violence-free workplaces perform better across several business metrics. These organizations achieve higher productivity, lower turnover, stronger company brand and reputation, and increased ability to attract and retain top talent.

The United States Agency for International Development's (USAID) Engendering Industries program supports organizations to use survivor-centered approaches in preventing, addressing, and responding to workplace gender-based violence (GBV), including sexual harassment. This guide:

- 1) Articulates the business case for preventing and responding to workplace sexual harassment and GBV.
- 2) Provides an overview of behaviors that constitute sexual harassment and GBV.
- 3) Illustrates survivor-centered approaches to workplace sexual harassment and other forms of GBV.

Senior leaders, managers, human resources professionals, and diversity, equity, inclusion, and accessibility staff should use this guide in developing and implementing workplace sexual harassment and GBV policies.



## WHAT IS A SURVIVOR-CENTERED APPROACH?

A survivor-centered approach facilitates a process in which a victim can become a survivor. It prioritizes the best interests and needs of the person who has experienced harm and returns power to the victim at every stage of the grievance management mechanism and process. It recognizes that a person can experience harm even if the offender did it unintentionally. It also recognizes that the impact of an action is more important than the intent of the person who acted.<sup>4</sup>

<sup>1</sup> [Daley, Travis, and Shaffer \(2018\)](#).

<sup>2</sup> [Palermo, Bleck, and Peterman \(2014\)](#).

<sup>3</sup> [Willness, Steel, and Lee \(2007\)](#).

<sup>4</sup> Adapted from [USAID \(2020\)](#) and [Lindsey Jones Renaud](#)

# THE BUSINESS CASE FOR ADDRESSING GBV AND SEXUAL HARASSMENT

GBV is prevalent across all countries and cultural contexts and devastates employees, teams, and workplaces. The aggregate effect of workplace sexual harassment and other forms of GBV has macro-level economic consequences, including estimated global gross domestic product (GDP) losses of \$1.5 trillion.<sup>5</sup>

GBV negatively impacts business performance in several ways. In addition to lost productivity and turnover costs, sexual harassment and other forms of GBV cause organizations to incur significant legal and insurance fees. GBV also causes brand and reputational consequences that make it harder to attract and retain top talent. Preventing and responding appropriately to GBV is, therefore, a business imperative.

## THE COSTS OF GENDER-BASED VIOLENCE IN THE WORKPLACE

### MACROECONOMIC COSTS:

**\$1.5**  
Trillion

GBV is estimated to cost the global economy 2 percent of global GDP, or \$1.5 trillion.<sup>6</sup>



### COMPANY COSTS:

**\$5,000 to \$211,000**

Recruitment costs to replace employees who leave a company due to GBV can range from \$5,000 - \$211,000 per employee, depending on the industry and level of the employee.<sup>7</sup>



**\$75,000**

Settling allegations of sexual harassment out of court can cost an average of \$75,000, while litigation costs for cases that go to trial average \$217,000.<sup>8</sup>

**\$22,500**

When sexual harassment occurs within a team, companies lose an estimated \$22,500 in lost productivity per harassed individual in an organization.<sup>9</sup>



## ABOUT ENGENDERING INDUSTRIES

USAID's [Engendering Industries program](#) increases economic opportunities for women in traditionally male-dominated sectors. Expanding women's workforce participation in male-dominated industries leads to tangible economic outcomes for women, such as formal employment opportunities and higher income. Increased gender equality in the workforce also improves business performance by increasing employee retention and satisfaction, reducing turnover, driving productivity, and enhancing an organization's resilience to crises and economic shocks. USAID's Engendering Industries program works with 98 organizations across 38 countries to improve gender equality in male-dominated sectors. Engendering Industries uses a comprehensive approach to improving gender equality in male-dominated sectors and supports organizations to implement gender equality initiatives at each phase of the employee lifecycle. In addition, Engendering Industries supports companies in designing and implementing survivor-centered approaches to preventing and responding to workplace sexual harassment and other forms of GBV.

<sup>5</sup> [CARE \(2018\)](#).

<sup>6</sup> *Ibid.*

<sup>7</sup> [ICRW \(2018\)](#).

<sup>8</sup> *Ibid.*

<sup>9</sup> [Willness, Steel, and Lee \(2007\)](#).

# DEFINITIONS AND TYPES OF GBV

## DEFINITION OF GENDER-BASED VIOLENCE

GBV is “an umbrella term for any harmful threat or act directed at an individual or group based on actual or perceived biological sex, gender identity and/or expression, sexual orientation, and/or lack of adherence to varying socially constructed norms around masculinity and femininity.”<sup>10</sup>

GBV includes more than physical acts of violence. GBV includes verbal, sexual, emotional/psychological, or socio-economic violence and sexual harassment. Acts of GBV can fall into multiple categories. For example, rape is a form of both sexual and physical violence. Below is a non-exhaustive list of types of GBV organizations should address. For more information on types of GBV and examples, [review the definitions from the Council of Europe here](#).

## TYPES OF GBV

- **PHYSICAL VIOLENCE:** Attempting to cause or result in pain or bodily injury (e.g., beating, killing, burning, kicking, punching, etc.).<sup>11</sup>
- **VERBAL VIOLENCE:** Using words directed to or about a person that are painful, humiliating, or threatening (e.g., hate speech, inappropriate jokes, threats, slander, catcalling, etc.).<sup>12</sup>
- **EMOTIONAL OR PSYCHOLOGICAL VIOLENCE:** Any action that hurts the integrity or dignity of a person (e.g., isolation or confinement, withholding information or disinformation, neglect, intimidation, etc.).<sup>13</sup>
- **SEXUAL VIOLENCE/ABUSE:** Any unwanted sexual comments, sexual acts, or attempted sexual acts using force or coercion or threat of force or coercion, including situations where a person is incapable of giving consent. Sexual violence/abuse can be committed by anyone, regardless of their relationship to the victim, in any setting, including at home and work. Rape is forced/coerced intercourse and can be defined as non-consensual sexual penetration, however slight, of any part of the victim’s body with a sexual organ or the anal or genital opening of the victim with any object or any other part of the body. Marital rape is sexual intercourse forced on a spouse without consent.<sup>14</sup>
- **DOMESTIC VIOLENCE:** Physical, sexual, economic, or psychological harm, including acts of physical aggression, sexual coercion, economic abuse, psychological abuse, and controlling behaviors (such as controlling finances, movement, and access to other resources) that a person perpetrates against an intimate partner, dating partner, or any member of a household, including a child, parents, other relatives, or a domestic worker.<sup>15</sup>
- **ECONOMIC VIOLENCE:** Actions or systems that curtail an individual’s economic agency. At the interpersonal level, economic abuse ranges from attempts to limit a person’s ability to earn,

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<sup>10</sup> [USAID and U.S. Department of State \(2016\)](#).

<sup>11</sup> [Council of Europe \(n.d.\)](#).

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

<sup>14</sup> [Sexual Violence Research Initiative \(n.d.\)](#).

<sup>15</sup> [WHO \(2012\)](#).

inherit, or exercise control over funds or property. At the broader structural and societal levels, economic violence can take the form of “limited access to funds and credit; controlled access to health care, employment, or education; discriminatory traditional laws on inheritance and property rights; and unequal remuneration for work.”<sup>16</sup>

- **SEXUAL HARASSMENT:** Unwelcome sexual advances, requests for sexual favors, verbal or physical conduct or gestures of a sexual nature, or any other behavior of a sexual nature that might cause offense or humiliation to another. It comprises sexual or sex-based conduct that interferes with an individual’s work performance; creates an intimidating, hostile, or abusive work environment; or affects the terms and conditions of employment. While typically involving a pattern of behavior, it can take the form of a single incident. Additionally, it can encompass sex- and gender-based discrimination, disrespect, and aggression rooted in the abuse of power. Sexual harassment may occur between people of any gender identity.<sup>17,18,19</sup>

## FORMS OF SEXUAL HARASSMENT



### VERBAL

- Cat calls
- Sexual innuendos or jokes
- Suggestive comments
- Repeated sexual advances
- Gender-based hate speech



### PHYSICAL

- Touching without consent
- Grabbing, groping, fondling
- Stalking
- Sexual assault



### NON-VERBAL

- Sexual gestures
- Facial expressions intended be sexual
- Inappropriate photos

Sexual harassment and other forms of GBV can take place in the context of many different workplace relationships. While many assume sexual harassment is most common between a supervisor and an employee, it can occur across many different relationships and scenarios.

- Any employee sexually harasses another employee.
- An employee is assaulting or harassing a customer.
- A customer is assaulting or harassing an employee.
- An employee is experiencing domestic violence outside of the workplace, which is affecting the person’s mental wellbeing and performance at work.

<sup>16</sup> [Fawole \(2008\)](#).

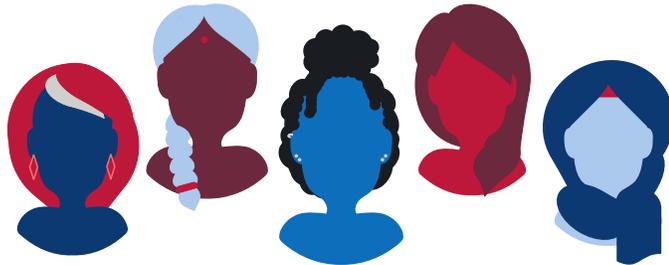
<sup>17</sup> [United Nations Secretariat \(2008\)](#).

<sup>18</sup> [U.S. Department of State \(2019\)](#).

<sup>19</sup> [Berdahl \(2007\)](#).

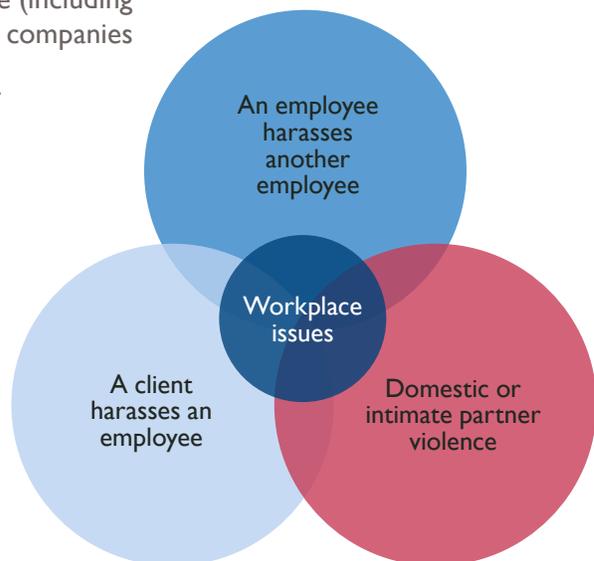
## INTERSECTIONALITY MATTERS

Some people are more likely to experience GBV based on their social characteristics and identities. For example, younger women are universally more likely to experience sexual harassment. In male-dominated industries such as the energy or water sectors, women in the field are often surrounded mostly by men, making them more vulnerable to sexual harassment or GBV. Additionally, persons with disabilities have increased vulnerabilities. Other characteristics and identities that increase vulnerability to GBV vary across regions, countries, and cultures but could include age, ethnicity, religion, language, nationality, gender identity, sexual orientation, economic status or vulnerability, or work location (e.g., in rural areas vs. a company's headquarters). Companies must use an intersectional lens when developing their survivor-centered approaches to GBV.



## THE ROLE OF THE WORKPLACE IN ADDRESSING GBV

If an employee is affected physically, emotionally, mentally, or financially by GBV, the workplace should respond, regardless of who is involved, when it happened, or how it happened. Companies that value the wellbeing of their employees should consider any form of GBV a workplace issue, including domestic violence. In many cultures, domestic violence (including intimate partner violence) is considered private. Many companies believe that their responsibility to address GBV in the workplace is limited to sexual harassment among staff members. However, any incident of GBV involving an employee, whether the perpetrator or the victim, impacts employee and organizational performance and should be considered a workplace issue.



## SURVIVOR-CENTERED APPROACHES TO GBV

A survivor-centered approach is one in which the survivor's best interests, dignity, experiences, and needs are at the center of GBV prevention and response. Survivor-centered approaches should be used in developing workplace GBV policies, during formal investigations into alleged incidents of GBV, and in ensuring<sup>20</sup> accountability for perpetrators. A survivor-centered approach restores power to the victim, allowing them to decide when and how to respond to GBV.

Survivor-centered approaches may depart from the traditional ways organizations have historically addressed sexual harassment and other forms of GBV. A survivor-centered approach disrupts the common reflex to prioritize the organization's legal and reputational needs over the needs of the

<sup>20</sup> [USAID \(2020\)](#).

## THE TERMS “VICTIM” AND “SURVIVOR.”

In this guide, the term “victim” describes someone who has experienced sexual harassment or other forms of GBV and has not yet regained power or entered the recovery and healing process. The term “survivor” describes someone who has experienced harm but has entered or completed either a personal or facilitated process to regain their power and heal. In practice, the affected individual should always decide whether to be called a victim or survivor.

survivor, which sometimes results in protecting the organization at the survivor’s expense. A survivor-centered approach requires companies and leaders to rethink their organizational culture and how they approach sexual harassment and other forms of GBV.

Unfortunately, the global standard for responding to workplace GBV encourages and often legally enforces the mandatory reporting of violence. Mandatory reporting intends to punish the perpetrator but often exacerbates trauma for the victim. Consequences of mandatory reporting could include victim stigmatization or workplace retaliation, particularly if the perpetrator remains employed by the organization.

Mandatory reporting can also have negative consequences for the organization. Organizations that mishandle incidents of GBV experience higher rates of employee absenteeism, turnover, transfers, and use of sick leave.

Implementing a survivor-centered approach can feel counterintuitive and even radical, but it is the best way to care for—and restore power to—the victim. This leads to better care for the victim and positive benefits for the company. Treating employees with dignity and respect leads to improved employee mental health, wellbeing, productivity, satisfaction, loyalty, and retention.



### USAID’S CORE PRINCIPLES OF A SURVIVOR-CENTERED APPROACH

- 1) Safety
- 2) Confidentiality
- 3) Respect
- 4) Nondiscrimination

Underpinning all: do no harm<sup>21</sup>

[Read the guide here.](#)

<sup>21</sup> [USAID \(2021\)](#).



## CASE STUDY – COMPREHENSIVE APPROACHES TO SEXUAL HARASSMENT AND OTHER FORMS OF GBV AT EDESUR

The Dominican Republic has the second-highest femicide rate in Latin America,<sup>22</sup> and 69 percent of Dominican women experience violence at some point.<sup>23</sup> The leadership of EDESUR, the country's largest electric utility company, saw GBV as a pervasive problem in the country and its workforce. The company held focus groups with employees, which revealed that women in technical roles were concerned about sexual harassment on male-dominated field teams. The focus groups also revealed many women feared the consequences of reporting sexual harassment and were afraid of revictimization or loss of employment if they did so. There were cases of women talking about their experience with sexual harassment and abuse only after the perpetrator had left the utility and after EDESUR provided a safe space for them to talk about the harassment.

The focus groups revealed that GBV posed a large threat to EDESUR's strategic priorities, including positioning itself as a model utility company in the region with a good reputation and satisfied workforce. The company also saw GBV as a significant risk to the company's financial and human capital. As a result, EDESUR's senior leadership decided to implement several company-level changes to address the issue. In addition to developing comprehensive sexual harassment and other GBV policies and a survivor-centered grievance mechanism, it also created a culture where employees could talk more openly about these issues. For example, the utility held male engagement sessions to discuss sexual harassment and toxic masculinity. It also held social media campaigns that featured women and men employees taking a stand against sexual harassment and other forms of GBV.



CREDIT: EDESUR DOMINICANA

**What changed?** EDESUR's journey to addressing sexual harassment and other forms of GBV is still ongoing, and the company acknowledges that these changes require deep cultural mindset shifts. By having difficult conversations and making incremental changes, EDESUR has made considerable progress in addressing sexual harassment and other forms of GBV in its workforce. Men are now more aware of how their actions impact others, and there has been a reduction in sexual jokes as men now realize these comments are inappropriate. This has also improved the rates of reporting sexual harassment. In 2019, there was only one report of sexual harassment, but in 2021, there were five reports of cases. Since GBV cases are typically underreported in an organization, an increase in cases shows improved trust and confidence in the reporting process. However, it is important to note that reporting is only a first step and must be accompanied by survivor-centered grievance handling and investigation procedures. EDESUR's leadership is committed to improvement and recognizes the financial and human costs that inaction brings to the company.

<sup>22</sup> [Economic Commission for Latin America and the Caribbean \(2021\)](#).

<sup>23</sup> [Observatorio de Igualdad de Género \(OIG\) \(2018\)](#).

# DEVELOPING POLICIES FOR SEXUAL HARASSMENT AND OTHER FORMS OF GBV

Engendering Industries recommends that organizations implement [15 policies](#) to advance gender equality, including the following survivor-centered policies for preventing and responding to GBV:

- Sexual Harassment and Gender-Based Violence Policy (including domestic violence)
- Codes of Conduct or Code of Ethics Policies
- Anti-Discrimination Policies
- Grievance and complaints mechanism (either as a stand-alone policy or embedded in the above)
- Gender Equality and Social Inclusion Policy

Successful, survivor-centered workplace sexual harassment and GBV policies provide employees with the following:



## EXAMPLE POLICIES AND MORE INFORMATION

**1) Tool:** [Delivering Gender Equality: Best Practices Framework for Male-Dominated Industries](#)

**2) Tool:** [Integrating Gender into Workplace Policies](#)

**3) Example:** [Victim-Centered Approach in UNHCR's response to Sexual Misconduct](#)

### Protection from Sexual Harassment and GBV

The company adopts a zero-tolerance policy toward sexual harassment and other forms of GBV, including considering domestic violence a workplace issue.

The company is willing to take the steps needed to prevent and reduce workplace GBV, such as infrastructure upgrades known to mitigate the risk of GBV (improved lighting, sex-segregated bathrooms and changing rooms for men and women, etc.).

### Safe Grievance Management and Reporting Mechanisms

Victims have clear and confidential reporting channels that they can use to report an incident.

Victims are treated with dignity and respect through a survivor-centered grievance management and reporting mechanism.

Disciplinary measures are clear and based on the level of offense.

### Access to Internal or External post-GBV Care Services

Victims and survivors are provided either internal or external post-GBV care services such as psychological, medical, legal, physical services.

The company takes steps to support survivors (e.g. offering additional time off, reassigning a perpetrator to another unit, etc.)

Establishing clear and effective policies is fundamental for ensuring that an organization prevents and responds effectively and appropriately to GBV. Therefore, a core piece of Engendering Industries' work is collaborating with organizations to create and implement effective policies that contribute to gender equality.

## CHARACTERISTICS OF EFFECTIVE GBV POLICIES

Effective, survivor-centered GBV policies and practices include the following components.

- ✓ Clear roles and responsibilities that outline who is responsible for policy implementation and who is accountable for ensuring that the policy is upheld.
- ✓ Clear definitions and examples of prohibited behaviors.
- ✓ A clear description of the reporting procedure, including survivor-centered approaches that provide respect, safety, and confidentiality to victims, the perpetrator, and any witnesses. This should include a clear action plan that articulates the response timeline and specific steps the company will take.
- ✓ A reporting procedure that includes multiple reporting channels.
- ✓ A description of the rights of victims, the accused, and witnesses, if any.
- ✓ Clear prohibition and punishment of retaliation for reporting.
- ✓ Fair and transparent investigation and resolution processes that are managed by trained professionals and create a supportive environment in which victims can come forward without fear of stigma or retribution.
- ✓ Description of appropriate discipline for employees found to be in violation of the policy.
- ✓ Resources for employees who might need additional support (e.g., psychological, physical, medical, legal, economic, etc.). These resources might be provided internally or externally.
- ✓ Commitment to training employees on the policy as well as a company commitment to safeguarding measures to prevent GBV (e.g., increased security, sex-segregated toilets or changing areas for women and men, well-lit common areas, etc.)
- ✓ Monitoring and evaluating targets/indicators that measure progress and performance over time to ensure that the policy is effectively implemented. This includes the delivery of sexual harassment and workplace climate surveys on a regular basis.
- ✓ Benchmarking to ensure that the policy meets or exceeds national and international legislation and best practice.

# PREVENTING AND MITIGATING WORKPLACE SEXUAL HARASSMENT AND GBV

<p><b>WORKPLACE SEXUAL HARASSMENT AND GBV TRAININGS</b></p> <p>Organizations should mandate that <b>all employees, including women and men, attend training sessions on sexual harassment and GBV.</b> Qualified professionals—with experience using survivor-centered approaches in workplace sexual harassment and GBV cases—should facilitate these sessions. These trainings should occur at recurring intervals to ensure employees remain updated on survivor-centered protocols.</p> <p>The goal of the training should be to establish a respectful and harassment-free work environment and outline the steps for reporting and investigation should an incident occur. Trainings should define survivor-centered reporting and address which behaviors constitute GBV. Such reporting should follow the victim’s lead—i.e., employees should never be told to report an incident when the victim does not wish to report it.</p>	<p><b>INSTITUTIONALIZE BEST PRACTICES THAT FOSTER A SAFE WORK ENVIRONMENT</b></p> <p>An organization can take practical steps to <b>create a safe working environment and deter perpetrators from committing acts of GBV.</b> These practical measures might include the following:</p> <ul style="list-style-type: none"> <li>• Installing sex-segregated toilet facilities for women and men.</li> <li>• Constructing separate sleeping quarters for women and men to use during overnight shifts.</li> <li>• Pairing women together during shifts.</li> <li>• Ensuring safe transportation for all employees.</li> <li>• Maintaining security equipment such as close-captioned television cameras or assigning security guards to watch over high-risk areas.</li> <li>• Ensuring common areas, both within office spaces and in the surrounding outdoor areas, remain well-lit.</li> </ul>
<p><b>ENSURE POLICIES AND PROCEDURES ARE CLEARLY AND REGULARLY COMMUNICATED</b></p> <p>In addition to offering training to employees, companies should <b>regularly disseminate information about prohibited workplace behaviors.</b> Social and behavior change communication methods can also shift knowledge, attitudes, and behaviors that may be barriers to creating a safe workplace where all employees can thrive. Organizations should ensure they are regularly communicating with employees about their rights, how to use company grievance and reporting mechanisms, and what are internal or external post-incident support services (e.g., psychological, physical, medical, legal, etc.).</p>	<p><b>HOLD MANAGERS AND OTHER LEADERS ACCOUNTABLE FOR ENACTING WORKPLACE POLICIES</b></p> <p>Preventing GBV in the workplace should be everyone’s responsibility, but managers and leaders have a particularly important role in setting the tone for the organization. <b>Top leadership should communicate regularly and openly about their commitment to a GBV-free workplace.</b> Managers should also ensure their direct reports understand prohibited behaviors, policies, and procedures related to GBV reporting and grievance management. However, managers should never be required to report an incident if a victim does not wish to report it.</p>

## AVOIDING BENEVOLENT SEXISM

Benevolent sexism refers to “attitudes about women that seem positive in tone (e.g., women should be cherished) but nonetheless connote inferiority to men based on fragility, lack of competence, or need of help and protection.”<sup>24</sup> *Benevolent or paternalistic* sexism stems from the desire to protect women rather than empower them, and it is a misplaced response to sexual harassment and other forms of GBV. Some men, especially those in positions of power, might feel a responsibility to prevent women from experiencing sexual harassment or other forms of GBV. However, this sentiment can also lead to actions that harm a woman or her career. For example, a male manager might avoid sending the only woman on his team to a rural field site to protect her from sexual harassment. Others might be afraid of hiring women or conducting meetings alone with women. While intending to protect and shield a woman from potential violence, these actions are, in fact, demeaning and may be harmful to a woman’s career. This concept often plays out in many other scenarios in male-dominated workplaces. For example, a woman might not be invited to an important after-hours work event with a client based on the assumption that she will need to arrange childcare. A woman working in the field might not be given a chance to lift heavy materials based on the assumption that she is not strong enough. While well-intended, these actions are cases of benevolent or paternalistic sexism, and they do not model the survivor-centered approach, which is intended to shift from *protecting* the victim to *empowering* the victim.

## RESPONDING TO WORKPLACE SEXUAL HARASSMENT AND GBV

Engendering Industries recommends that organizations implement the following protocols, which represent best practices in adopting a survivor-centered approach in responding to sexual harassment and other forms of GBV.

### NON-NEGOTIABLE, CRITICAL APPROACHES

#### PRIORITIZE PSYCHOLOGICAL & EMOTIONAL SUPPORT.

The psychological and emotional needs of a victim should be prioritized over any reporting or investigation procedures. The victim should be offered counseling or other services as a **first-line response** prior to any formal reporting needs to avoid retraumatizing a victim.

- **Best Practice Option 1:** Engage an internal counselor who is trained to handle GBV cases in a survivor-centered way.
- **Best Practice Option 2:** Refer the victim to external counseling support.

#### RECOGNIZE, ENABLE, AND PROTECT THE VICTIM’S INHERENT RIGHT TO CONTROL THE RESPONSE PROCESS.

The survivor should maintain all control over if, when, and how to report an incident. No victim should be forced to report an incident. If the victim chooses to report it, they should also be meaningfully included in any discussions or decisions about the investigation or reporting process, mediation, consequences for the perpetrator, etc.<sup>25</sup> This **redistributes power from the organization to the survivor** and gives the survivor the power that they need and deserve throughout the process.

<sup>24</sup> [Glick and Fiske \(1996\)](#).

<sup>25</sup> [This point builds upon: Jones Renaud, Lindsey. 2018. What does a Survivor-Centered Approach to Workplace Harassment Look Like?](#)

### USE ROBUST GRIEVANCE MECHANISMS.

The organization should have a clear and transparent grievance mechanism. Victims who wish to report an incident should have multiple reporting channels available from which they can choose to use. Reporting should be followed by a fair and respectful investigation process that treats the survivor with dignity. If the survivor wishes to meet with the perpetrator as part of their healing, a restorative justice process may be used in which the survivor can explain to their abuser how an incident has affected them. This also provides an opportunity for the perpetrator to make amends. For a scenario that describes best practices in implementing a survivor-centered approach to workplace GBV, click [here](#).

### ESTABLISH CLEAR DISCIPLINARY ACTION FOR PERPETRATORS.

An organization should have clear disciplinary measures that are appropriate for varying levels of offenses. These measures can range from counseling and training for an employee who makes a sexist remark to dismissal and filing a police report if an employee is guilty of sexual assault. **Discipline should be consistent and transparent for all employees found guilty of GBV.**

## RECOMMENDED APPROACHES, IF POSSIBLE:

### ESTABLISH AN INDEPENDENT INVESTIGATION PROCESS.

Adopting a third-party investigation process, if legal in the country or organizational context, can help avoid any internal bias or company influence. The third-party service should have appropriate training to thoroughly investigate formal reports and how to handle them with a survivor-centered approach.

### STRENGTHEN PRE-EMPLOYMENT CHECKS

If legal or possible, screening potential employees through reference or background checks prior to hiring can help ensure that the organization does not hire a perpetrator of GBV. A company can also be accountable to others by disclosing incidents when recommending former employees who have been perpetrators of GBV to other companies.

## CHECKLIST: BEST PRACTICES FOR PREVENTING AND RESPONDING TO SEXUAL HARASSMENT AND OTHER FORMS OF GBV

- Clear, effective, and formalized policies that promote a survivor-centered approach.
- Dedicated resources and budget.
- Clear responsibilities and dedicated staff assigned to implement the policies.
- Staff appropriately trained on survivor-centered approaches.
- Grievance mechanisms and handlers who are respected and trusted by employees.

- ✓ Multiple grievance channels (both internal and external) that promote safety and trust to come forward with grievances.
- ✓ Establish informal services or channels to provide information and medical, care management, and psychological support to potential victims.
- ✓ An organizational culture that encourages staff to come forward and guarantees their protection and regaining of power.
- ✓ An organizational culture that promotes the prevention of violence by encouraging self-awareness of one's power and privilege—and empathy for how that may harm others.<sup>26</sup>
- ✓ Transparent documentation and reporting of incidents, how the company handled them, and the consequences.<sup>27</sup>
- ✓ Regular workplace climate checks can be measured by analyzing GBV incidence data and carrying out a GBV safety audit, which might look at perceptions of safety through a quantitative survey or qualitative data collection as well as observation of the physical work environment.
- ✓ Regular training of all staff on what constitutes sexual harassment and other forms of GBV and the grievance mechanism process.

For more information on effective sexual harassment and GBV policies, refer to the [Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries](#) and the [Integrating Gender into Workplace Policies](#) guide.

## CHALLENGES TO IMPLEMENTING SURVIVOR-CENTERED APPROACHES TO GBV

GBV is underreported in every country and cultural context, with only 7 percent of women formally reporting GBV.<sup>28</sup> Common barriers to effectively preventing and responding to GBV include:

- Victims are unwilling to come forward.
- Policies protect the organization over the victim.
- Sexual harassment and GBV are taboo topics.
- Lack of understanding of behaviors that constitutes sexual harassment and other forms of GBV.
- Lack of consequences for perpetrators.
- Insufficient screening processes during hiring or promotions.
- Lack of company capacity to implement policies.

<sup>26</sup> [This point builds upon: Jones Renaud, Lindsey. 2018. What does a Survivor-Centered Approach to Workplace Harassment Look Like?](#)

<sup>27</sup> [This point builds upon: Jones Renaud, Lindsey. 2018. What does a Survivor-Centered Approach to Workplace Harassment Look Like?](#)

<sup>28</sup> Palermo, Bleck, and Peterman (2014).

## VICTIMS ARE UNWILLING TO COME FORWARD

As discussed in previous sections, global data shows that 85 percent of women experience sexual harassment and workplace GBV,<sup>29</sup> but only seven percent report it.<sup>30</sup> Victims may feel shame or fear stigma or retaliation, particularly if the perpetrator is in a position of power. They may be unlikely to report violence and seek care services if the reporting and grievance mechanism is not survivor-centered, or they do not understand the reporting mechanism, do not have confidence in the grievance process, or fear retaliation.

## POLICIES PROTECT THE ORGANIZATION OVER THE VICTIM

When an incident of GBV is reported, companies often become more concerned about the legal and compliance repercussions than about the psychological, emotional, physical, and mental wellbeing of the victim. In these scenarios, the primary objective is to protect the company, including its brand and reputation. It is common for companies to be slow to respond, dismissive of the victim, or too lenient toward a perpetrator. In other cases, an organization may refuse to investigate the incident at all. In both examples, the company is prioritizing its own interests over the interests of the victim out of fear of lawsuits, financial and reputation loss, or public backlash. This fear, however, is misguided. Organizations that use survivor-centered approaches have better reputations and employee satisfaction than those that dismiss or otherwise mishandle sexual harassment and other forms of GBV.<sup>32</sup> Additionally, employers who take concerns seriously and handle cases appropriately might be able to reduce the risk of litigation or further legal action.

## SEXUAL HARASSMENT AND GBV ARE TABOO TOPICS

Discussing GBV can be uncomfortable and taboo in many contexts. In many cultures, forms of sexual harassment, such as catcalling, dirty jokes, intimate relationships between co-workers, sexual favors in exchange for career opportunities, and other forms of GBV, such as domestic violence, are so pervasive they have become social norms. Many also believe GBV is a private matter that should be dealt with at the family or community level. In many cultures, female sexuality and sex outside of marriage are moralized and considered shameful, a consequence of harmful gender norms that overvalue virginity and repress female sexuality. As a result, victims of GBV often feel shame and embarrassment, even when sexual harassment or sexual violence is non-consensual, violent, or forced. Consequently, victims often choose to keep these incidents to themselves to minimize the threat of social punishment and exposure. Exacerbating the issue is the stigmatization of those who seek psychological support services. These stigmas exacerbate the trauma of GBV and lead to a longer recovery time and worse outcomes.

<sup>29</sup> Daley, Travis, and Shaffer (2018).

<sup>30</sup> Palermo, Bleck, and Peterman (2014).

<sup>31</sup> Jones Renaud, Lindsey. 2018. *What does a Survivor-Centered Approach to Workplace Harassment Look Like?*

<sup>32</sup> Does, Gundemir, and Shih (2018).



### NOTE ON POWER DYNAMICS

GBV can occur between individuals with equal institutional power or in the context of a power differential. Examples include a supervisor harassing a subordinate compared to a peer sexually harassing a peer. While these scenarios may require different responses and protections, both take power away from the victim. This loss of power may manifest as an inability for the victim to make choices for themselves or, in some cases, the loss of bodily autonomy. All actions taken during the GBV response should intentionally redistribute and restore power to the survivor. In a workplace setting, this often means enabling those with less institutional power to hold those with more institutional power accountable.<sup>31</sup>

## LACK OF UNDERSTANDING OF BEHAVIORS THAT CONSTITUTE SEXUAL HARASSMENT AND OTHER FORMS OF GBV

Many individuals and organizations do not understand that sexual harassment and other forms of GBV go beyond sexual assault and physical violence. GBV can also take the form of verbal violence or economic violence. GBV also can occur through microaggressions, the sharing of inappropriate photos, or making sexualized non-verbal gestures or offensive or crude sexual jokes. All of these forms of GBV can become so normalized that they are not perceived as GBV.

## LACK OF CONSEQUENCES FOR PERPETRATORS

Many organizations lack clear disciplinary measures or consequences for a perpetrator. Without this, there is an increased risk of sexual harassment or other forms of GBV in the organization. The perpetrator may continue to commit acts of GBV, or others will witness the lack of consequences and feel freer to commit acts of GBV, and the victims will lose faith in the system. Having clear disciplinary measures in place, depending on the level of offense, is a key piece to survivor-centered approaches. Clear and effective consequences give the survivor the justice and closure that she or he deserves and needs to move forward. Consequences should be consistently applied to communicate the company's commitment to addressing GBV, regardless of the perpetrator's influence or standing in the organization.



### CASE STUDY – KENGEN: STRENGTHENING PSYCHOLOGICAL SUPPORT FOR SURVIVORS

When KenGen, an electric utility in Kenya, joined Engendering Industries in 2020, the organization did not have the institutional systems in place to support victims of GBV, therefore increasing the risk that victims would be retraumatized through the investigative process. The result was a corporate culture of silence and very little reporting of incidents of GBV. During COVID-19, KenGen experienced an uptick in GBV incidents impacting their employees. This resulted in an increase in anxiety and stress among impacted employees and a decrease in employee productivity. In response, KenGen revised its reporting process to prioritize assistance and counseling for survivors of GBV.

The utility also hired an internal counselor who has provided counseling services to survivors. KenGen also has provided referrals to external counselors for those that prefer it. Since hiring the counselor, KenGen has seen an increase in the reporting of GBV, a sign of trust in their reporting process, and improved treatment for survivors. While this was initiated during the beginning of the COVID-19 pandemic, the utility has now institutionalized and entrenched this process so that it will continue in the future.



CREDIT: KENGEN KENYA

## INSUFFICIENT SCREENING PROCESSES DURING HIRING OR PROMOTIONS

Many repeat offenders will find employment elsewhere once they are dismissed for an incident of GBV. An organization can avoid hiring a perpetrator of GBV by establishing clear and sufficient screening processes for prospective employees during the hiring process. However, this can be challenging for many companies as a process might not exist or might not be legal, depending on the country or regional context. Companies can find legal ways to screen employees by conducting reference checks, asking probing questions in interviews, or requiring prospective employees to sign an oath that they are not perpetrators of GBV. It is also advised that companies take records of potential harassment into consideration for promotions as it sends a bad sign if the company promotes a well-known perpetrator.

## LACK OF COMPANY CAPACITY TO IMPLEMENT POLICIES

A comprehensive, survivor-centered approach to addressing GBV requires an adequate budget to support psychological and emotional support, appropriately trained staff, and more. A company might have limited funds to put into the development of such policies and practices. Even when a company does have the funding to address GBV, it might not have staff with the knowledge or skills to implement an effective survivor-centered approach. However, the cost of inaction outweighs the cost of establishing clear and effective policies to respond to and prevent sexual harassment and other forms of GBV. There are creative ways to ensure best practices are followed despite such financial or human capacity limitations, including staff upskilling or training.



## WHAT IS A MICROAGGRESSION?

A microaggression is a comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group. Microaggressions are often overlooked or unacknowledged—but they are a form of GBV.

Examples of verbal microaggressions:

- “You look prettier when you wear your hair down.”
- “Act like a lady.”
- “Boys will be boys.”
- “Man up.”
- Using pet names such as “sweetheart.”

# ANNEX A: SURVIVOR-CENTERED RESPONSE SCENARIOS

## SCENARIO I: A SURVIVOR-CENTERED RESPONSE TO WORKPLACE GBV

The following passage depicts a scenario in which an employee experiences workplace GBV, and the organization uses survivor-centered approaches to prioritize the victim and respond effectively.

A male employee is giving unwanted attention to his female colleague. He makes inappropriate comments regularly and touches her arms when he speaks to her, even though she has asked him to stop. One day, at an after-work event, he kisses her without her consent. A witness sees this incident and wants to help.

When the witness approaches the female colleague and asks if she wants to report his behavior, the victim feels ashamed and says no. The witness tells her that they are willing to listen if she ever wants to talk and gently lets her know about the psychological and emotional support services available at the company.

Two weeks later, the victim approaches the witness. She tells the witness that she visited the counselor on-site, who helped her understand that the male colleague's behavior was sexual harassment. She feels ready to report the harassment.

The survivor has multiple channels available to report the incident. She decides to visit the company grievance handler, who is trained on how to handle incidents of sexual harassment and other forms of GBV. The grievance handler listens very carefully, takes notes, and encourages the survivor to prepare detailed notes of the incidents with concrete dates, other persons present, and what exactly happened while the memory is still fresh. The grievance handler informs her about the potential next steps, who will be involved, and what the next steps could be if the survivor chooses to issue a formal report.

The grievance handler promises to keep the information confidential and wants to know whether they should start an investigation and file a formal report or if they should wait to take further action until the survivor has made up her mind about the next steps. The survivor decides to take a few days to think about her options.

A few days later, the survivor returns to the grievance handler and asks to file a formal report. However, she is worried about how this will affect her job since the colleague works closely with her on several projects. The grievance handler also asks if she would like the company to place the perpetrator temporarily on another team until the investigation is complete. The survivor agrees with this approach, and the grievance handler assures her that retaliation from the perpetrator will not be

### SURVIVOR-CENTERED APPROACHES IN THIS SCENARIO

Don't force anyone to report—instead, direct them to psychological and emotional support services.

Let victims lead the process and decide if, when, and how to report.

Listen! And inform the survivor of potential steps that could be taken.

Note: since the victim chose to seek healing in some form, they are now being addressed as a survivor.

It's always the survivor's decision whether or not to move.

tolerated and that reasons for the temporary placement will not be shared with the survivor's colleagues. The grievance handler also assures her that they will consult her prior to moving to the next step of the investigation process. They agree that the next step would be for the grievance handler and a committee that is trained in handling sexual harassment cases to meet with the perpetrator privately to discuss the case.

The grievance handler and committee meet privately with the perpetrator and, with the consent of the survivor, explain how his actions were perceived. The perpetrator is defensive at first but begins to understand how his actions were harmful. He asks if he can meet with the survivor to apologize. The grievance handler tells the perpetrator that he is not allowed to contact the survivor but also agrees to ask the survivor if she is willing to meet with him.

The grievance handler and the committee review the evidence in the case, including the survivor's detailed notes and the witness account of the incidents. They decide that the perpetrator is guilty. The grievance handler meets with the survivor again to ask if she would like to meet with the perpetrator. The grievance handler also asks the survivor how she would like to move forward and if she wants the perpetrator to face disciplinary action. The survivor agrees to meet with the perpetrator and would like the grievance handler and committee to consider disciplinary measures.

The perpetrator and the survivor meet in a session facilitated by the grievance handler. The survivor can share how the incidents of sexual harassment had caused her to fear coming to work, severely impacting her work performance. The perpetrator listens to the survivor and apologizes for his actions. There is also a trained psychologist present, and the survivor has access to psychological services before and after this session. The grievance handler and the committee decide on which disciplinary measures should be taken based on the organization's policies, which are clear and transparent with discipline for varying levels of offenses. They decide that the perpetrator should be permanently moved to another team and should also face one week of unpaid suspension and mandatory training on sexual harassment. The grievance handler meets with the survivor one more time to make sure she is satisfied with the outcome. The survivor agrees with this outcome.

The survivor and perpetrator's identities were kept confidential throughout the entire grievance process, and the company regularly communicates to all employees that retaliation against survivors

## SURVIVOR-CENTERED APPROACHES IN THIS SCENARIO (CONTINUED)

The survivor should always be in control of when, how, and how much to move forward in the investigation process.

The perpetrator is first approached alone and it is up to the survivor whether or not to participate in a session with the perpetrator.

The survivor is consulted prior to any disciplinary measures. All decisions about whether or not to meet with the perpetrator are discussed with the survivor before arranging a meeting.

The survivor participates in a restorative justice session. This session provides a safe space where survivors can share how the incident affected them and perpetrators can make amends.

Appropriate disciplinary measures are assigned to the perpetrator based on the level of offense. The survivor is consulted one more time before proceeding with the disciplinary measures.

or witnesses is prohibited. However, if others find out about the investigation, the grievance handler assures the survivor that she can report any retaliation through the same reporting channels. The grievance handler also provides individualized advice and support to the survivor on what to do if she experiences retaliation and reminds her of the psychological support available to her going forward.

## SCENARIO 2: A SURVIVOR-CENTERED RESPONSE TO WORKPLACE GBV

*The following passage depicts a scenario in which an employee experiences domestic violence, and the organization uses survivor-centered approaches to prioritize the victim and respond effectively.*

A female employee arrives at work with bruises on her arms. She appears more tired than usual and seems distracted during meetings. Another female colleague notices her changing behavior and the physical marks on her body and approaches her. The woman reluctantly admits that her husband physically abuses her and that the abuse has worsened in recent weeks.

The female colleague tells the victim that support services are available to her at the company if she wishes to formally report. The victim is afraid and not sure if she wants to report the violence. The female colleague offers to accompany her to a grievance handler in HR, which is one of the multiple reporting channels available at the company. The woman agrees.

The grievance handler lets the woman know about the services available at the company, including psychological support. She assures the woman that the company can support her if she chooses to act, but there is also no pressure to file a formal report.

The woman agrees to visit an on-site counselor for psychological support. However, she isn't sure if she is ready to take further action. The grievance handler reminds her that it is her choice and provides her with information on external medical, legal, and financial services available to employees. The company will pay for these services and any time off that the victim needs.

The woman thanks the grievance handler and the female colleague who accompanied her to the meeting. She is still unsure whether she would like to report or take further action, but she knows that there are services available for her to use if she changes her mind.

### SURVIVOR-CENTERED APPROACHES IN THIS SCENARIO

The grievance handler prioritizes psychological support as the first response to the victim. She also assures the victim that it is her choice to file a formal report.

The grievance handler provides the woman with external support services (e.g. medical, legal, financial).

There is no pressure to take further action, but the victim knows that there are services available to her if she chooses to use them.

## SCENARIO 3: A SURVIVOR-CENTERED RESPONSE TO WORKPLACE GBV

*The following passage depicts a scenario in which an employee experiences workplace GBV, and the organization uses survivor-centered approaches to prioritize the victim and respond effectively.*

A young male employee is at an after-hours work event where he is sexually harassed, both verbally and physically, by a female colleague on his team. At work the next day, he is embarrassed whenever he sees this female colleague who he works closely with on several assignments. He feels ashamed and fears nobody would believe him if he reported the harassment.

His supervisor notices that the male employee seems distracted at work, and asks him if everything is alright during a private meeting. The male employee confides in his supervisor and discloses what happened during the work event. The supervisor remembers from the sexual harassment training never to report an incident without the consent of the victim. The supervisor asks the male employee if he wishes to report.

The male employee is still embarrassed and ashamed and begs the supervisor not to say anything. He does not want to report the harassment. The supervisor tells the male employee that they will respect his wishes and ensures him that they will not formally report without his consent.

Instead of forcing the victim to report, the supervisor refers the victim to psychological services available at the company. The supervisor assures the male employee that these services are confidential and that nobody will force him to report the incident.

The male employee visits the on-site counselor and begins to work through his trauma. He begins to understand that he is not at fault for the harassment. Even though he did not formally report or enter a formal grievance mechanism process, he begins to heal and understand that he is a survivor.

## SURVIVOR-CENTERED APPROACHES IN THIS SCENARIO

The supervisor meets with the victim in private and when the victim discloses the incident, the supervisor asks the victim if they wish to report.

A supervisor should never report an incident without the consent of the victim.

Since the victim does not want to report, the supervisor directs the victim to psychological services.

The victim visits an on-site counselor and works through the healing process even though he does not formally report the incident.

## **ANNEX B: GBV IN THE WORKPLACE FREQUENTLY ASKED QUESTIONS**

### **WHICH BEHAVIORS CONSTITUTE GBV?**

At times, it can be challenging to identify less obvious forms of GBV. For example, many forms of sexual harassment can go unnoticed because they are not immediately visible. Non-physical forms of GBV, such as emotional or economic abuse, can be harder to recognize. It is important to remember that sexual harassment and other forms of GBV are not always physical. Even if the perpetrator does not intend it, the action might still be a form of GBV. For example, someone might make inappropriate jokes to their colleague and assume it is not a problem. However, if the action makes the colleague uncomfortable, then this is sexual harassment, regardless of the intention of the perpetrator. It is crucial to remember that *the impact of the action matters more than the intent*.

### **WHAT ARE THE MINIMUM ORGANIZATIONAL POLICIES AND PROCESSES THAT SHOULD BE IN PLACE?**

A company should follow the best practices for GBV prevention and response outlined in this guide. At a minimum, the company should have in place a comprehensive sexual harassment and GBV policy and a robust grievance mechanism for when a victim chooses to report violence. Remember that the response should proceed as follows:

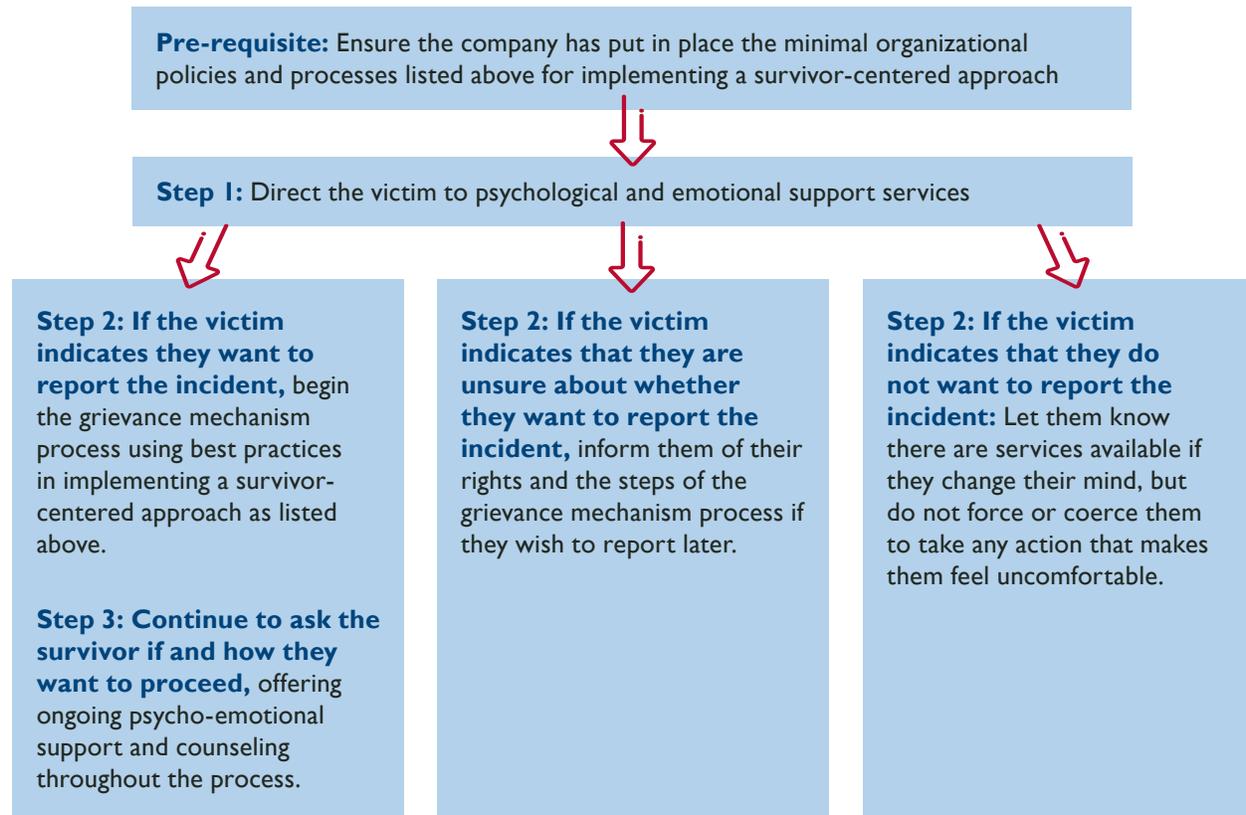
- 1) Prioritize psychological and emotional support.
- 2) Recognize, enable, and protect the victim's inherent right to control the response process.
- 3) Put in place robust grievance mechanisms.
- 4) Establish clear disciplinary action for perpetrators.
- 5) *If possible*, establish an independent investigation process.
- 6) *If possible*, strengthen pre-employment checks.

### **HOW SHOULD A COMPANY ADDRESS CONSENSUAL RELATIONSHIPS IN THE WORKPLACE?**

Consensual workplace relationships are a grey area that can make handling sexual harassment and other forms of GBV complicated. It might be helpful to ban supervisor/employee relationships, but strictly banning all employee relationships in the workplace may not be feasible or realistic. Instead, consider setting parameters that prevent and mitigate nepotism, such as policies stipulating that individuals engaged in a romantic relationship cannot work on the same team or department. Ensure, however, that these policies are equitably implemented and that women do not experience disproportionate consequences, such as women more frequently being asked to move departments while men are allowed to remain on their teams. The company should evaluate the situation and ensure there are no negative consequences for either employee, but instead, find an equitable solution that does not harm either person's career.

## WHAT SHOULD A COMPANY DO IF A VICTIM FEELS AMBIVALENT ABOUT REPORTING?

A victim should always be directed to psychological or emotional support as a first-line response to any incident. Next, organizations should follow the below guidance to support a victim through their decision-making process.



## DOES AN INCIDENT OF GBV HAVE TO TAKE PLACE WITHIN THE WORKPLACE FOR IT TO BE REPORTABLE?

No. If an employee is a victim or perpetrator of GBV, regardless of where or when the GBV occurred, it should be considered a workplace issue. For example, GBV can occur between two colleagues on a weekend who go out to dinner. It can also take place between a customer and an employee during a field visit. It might even take place between a married couple in their home. Because GBV affects employee health, wellbeing, and performance, the company should offer survivor-centered approaches and services to all employees who experience GBV, whether it happens in the workplace or not.

## WHY IS DOMESTIC (INCLUDING INTIMATE PARTNER VIOLENCE) A WORKPLACE ISSUE?

While many believe domestic violence is a personal matter, it is critical that we transform our understanding of why domestic and intimate partner violence becomes a workplace issue. Domestic violence affects the victim's ability to thrive in the workplace, resulting in high costs to the workplace. Employees experiencing domestic violence at home may experience post-traumatic stress, anxiety, sleep disorders, and a reduced ability to focus on work. On the other hand, perpetrators of domestic

violence can bring unsafe behaviors into the workplace and may also suffer from stress, anxiety, and sleep disorders that affect their productivity.

## **HOW CAN A COMPANY HELP AN EMPLOYEE WHO IS EXPERIENCING DOMESTIC OR INTIMATE PARTNER VIOLENCE?**

A company should train its employees to recognize signs of domestic (including intimate partner) violence. GBV might include physical signs, such as bruises, or less visible signs, such as employees who show up to work late, appear more stressed or distracted, or whose performance has notably declined. Employees experiencing domestic or intimate partner violence should be offered the same survivor-centered approaches and services as an employee who experiences GBV in the workplace. Inform victims about the various services available to support them. Never force a victim to act unless they are ready and willing. A company can offer practical support to these employees by providing information on local shelters and other services, financial support, or leave provisions for employees who need to move, seek services, or go to court. For more information on how to help employees experiencing domestic or intimate partner violence, visit [Workplaces Respond](#).

## **HOW SHOULD A COMPANY HANDLE EMPLOYEES WHO ARE PERPETRATORS?**

Employees who are perpetrators can bring unsafe behaviors into the workplace. For example, they might act inappropriately toward others or have difficulty controlling their anger, which can negatively impact the work environment for everyone. Perpetrators might also experience trouble focusing, a lack of sleep, or even post-traumatic stress disorder, which can reduce work performance. Depending on the case, it might be helpful to recommend psychological or emotional support to a perpetrator. However, if an employee has committed a violent act of GBV, a company should not allow them to remain in the workplace until disciplinary measures are resolved. These disciplinary measures could range from termination or suspension to mandatory training, depending on the severity of the offense.

## **LEARN MORE: RECOMMENDED RESOURCES**

- [Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries](#) – USAID Engendering Industries
- [Frequently Asked Questions: Types of Violence against Women and Girls](#) – UN Women
- [How Business Can Tackle Gender-Based Violence in the World of Work](#) – Business Fights Poverty
- [How to Implement a Survivor-centered Approach in GBV Programming](#) – USAID
- [Integrating Gender into Workplace Policies](#) – USAID Engendering Industries
- [Restorative Justice Responses to Sexual Assault](#) – Violence Against Women Net
- [Sexual Harassment and Assault at Work](#) – Institute for Women’s Policy Research
- [Trauma-Informed Sexual Assault Investigations](#) – International Association of Chiefs of Police
- [What does a Survivor-Centered Approach to Workplace Harassment Look Like?](#) – Lindsey Jones-Renaud
- [Policy on a Victim-Centered Approach in UNHCR’s response to Sexual Misconduct](#) – UNHCR

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