TOOL 4.1

Roadmap for Using Tools in Tool Suite 4

» **GOAL:** Introduces how all the tools in this Tool Suite work together

» **TARGET UNITS:** All readers

Purpose: The purpose of this Roadmap is to guide organizations to use the tools and resources within this Tool Suite to address gender-based violence and harassment (GBVH) as a workplace issue and to build respectful workplaces that enhance business value by improving employee and community well-being.

Audience: Private sector companies and relevant staff, including those leading community outreach, employee assistance programs, internal communications, HR, legal, medical, OHS, gender focal points, security, and unions.

How to use this toolkit: Before embarking on the journey to create a safer and more respectful workplace, you will need to decide the extent to which your company will address gender-based violence and harassment (GBVH). At a minimum, you need to ensure that you are meeting your obligations to provide a safe workplace and are committed to taking action. This means you will need to address **bullying and sexual harassment** and take steps to **prevent sexual exploitation and abuse (SEA) connected to the workplace**. Once you have made progress on these issues, you will have built the corporate culture that will allow you to further support your employees by responding to domestic or sexual violence that may occur outside the workplace. (Key definitions can be found in Box 4A).

> **Companies have an opportunity** to not only create standards in terms of acceptable work conduct and atmosphere in the workplace and employee conduct in communities, but also provide support for employees who may experience violence at home.

- **Start by:** addressing bullying and sexual harassment and preventing SEA connected to the workplace

- **Then:** support employees by responding to domestic and sexual violence

Approach: Treat employees as allies when addressing GBVH. Employees will respond better if you ask them to help you to prevent and respond to GBVH than if you treat them as potential perpetrators. Link your GBVH initiatives to company values.

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1. **ASSESS AND PREPARE:** The first step to addressing GBVH in your company is to understand the extent to which it is an issue within your company, the associated legal obligations and contexts, available resources, and employee perceptions and workplace conditions.

    › **Assess the Situation:** Begin by reading the business case in **TOOL 4.2** to understand how GBVH affects your business, employees, and the communities in which you operate. **TOOL 4.3** provides guidance on identifying and assessing GBVH data specific to your company, while **TOOL 4.4** outlines legal obligations involving GBVH that may apply to your company. The checklist in **TOOL 4.5** identifies ways to research what supports are available for survivors and perpetrators of GBVH in the locations that your business operates.

    › **Understand employee perceptions and conditions:** The overview of gender smart safety and the case study in **TOOL 4.6** can provide insights to inform a gender safety audit. **TOOL 4.7** includes sample questions that can be included in your employee engagement surveys to assess how safe your employees feel at work and how likely they are to raise issues with you.

    › **Hire an independent specialist:** Since you should not ask your employees about their personal experiences of GBVH, you must hire an expert If you want to conduct interviews or survey employees. **TOOL 4.8** includes a sample terms of reference (ToR).

    TIP: *IFC clients receive specialized support from IFC E&S specialists linked to IFC performance standards. See the summary in Box 4B.*

2. **ADDRESS:** As companies prepare to implement GBVH initiatives, ensure that initiatives are supported by leadership and dedicated staff who receive adequate training, resources, and other support. All initiatives must be survivor centered (see **BOX 4I**).

    › **Ensure leadership commitment:** Leadership commitment is fundamental to addressing GBVH in your workplace. Without leadership commitment, any actions you take to address GBVH will fail. Leadership commitment could involve allocating resources, agreeing to targets, committing time to participate, upholding standards, and being held accountable for results. The business case in **TOOL 4.2** can help engage the leadership team and win their commitment, and **TOOL 4.9** includes a checklist to help leaders publicly commit to addressing GBVH and model respective behavior.

    TIP: *Do not progress to the next steps until you have secured leadership commitment.*

    › **Identify and train key staff to be focal points for GBVH:** Choose staff that are respected in the workplace. Include staff from HR, OHS, community engagement, and others who have a role in employee well-being. Ensure that you have one senior management sponsor. **TOOL 4.10** includes guidance on choosing staff. Once focal points have been selected, conduct training to strengthen their knowledge, skills, and attitudes about GBVH. The training should include information on the business case to address GBVH, definitions and concepts of GBVH, fundamentals

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about preventing GBVH and effectively supporting survivors of GBVH and managing perpetrators. **TOOL 4.11** offers more information on training focal points.

TIPS:
- *Levels of seniority are not important as long as the staff you choose are supported to fulfil their role. However, it is important to pick one senior management sponsor to help elevate the profile of GBVH actions.*
- *Participation must be voluntary. Do not force staff to lead GBVH initiatives, as many people are affected by GBVH and may not want to be reminded about their experiences.*
- *Focal points must have the resources to do their job well. Ensure that staff have paid time to undertake their GBVH focal point role.*
- *The training must be based in a survivor-centered approach, as training that is not survivor-centered is likely to cause harm (see **BOX 4I** for details).*

› **Develop GBVH and respectful workplace policies and procedures:** Review and update existing policies, procedures, and reporting and investigation mechanisms (if any), or develop them if they do not exist. **TOOL 4.12** includes guidance and a sample policy.

TIPS:
- *Policies should clearly articulate that disrespectful behavior will not be tolerated, give examples of disrespectful behavior and its consequences (which should be handled on a case-by-case basis), and identify where to report GBVH and what support will be provided for affected employees.*
- *Reporting mechanisms must be survivor-centered and should include multiple channels: informal, formal and/or online, including at least one anonymous way to report disrespectful behavior.*
- *Investigate and resolve all issues raised in a safe and confidential manner by a trained team.*
- *Make sure that disciplinary action is commensurate with the impact of the GBVH.*

› **Foster employee awareness:** Improve employee awareness about the company's GBVH commitment and initiatives by providing training and everyday reminders, such as posters in the workplace. **TOOL 4.13** offers more information and materials.

TIPS:
- *Training should make employees aware about what actions they can take if they experience, witness, or hear about GBVH. Awareness should be raised through training and practicing scenarios. For more information on the bystander approach, see TOOL 4.9.*
- *Do not start raising employee awareness until you have completed the earlier actions in this roadmap. Raising awareness about GBVH will create expectations about a company response. You should be ready to accept disclosures and support survivors before raising awareness.*

› **Support focal points to drive progress and change:** Consider debriefing with other focal points or GBVH service providers or counselors, offering refresher training, providing acknowledgement and/or rewards, recognizing and celebrating their efforts and successes, and encouraging self-care. **TOOL 4.14** provides information and materials to support focal points.

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TIP: *Form relationships with service providers so that focal points have immediate access to support if needed.*

3. **MONITOR AND SUSTAIN:** Monitor progress and institutionalize mechanisms to ensure continued improvement and sustained progress in addressing GBVH. It is essential to ensure that incidences of GBVH and responses are monitored and evaluated, and the approaches taken are reviewed as necessary. You should maintain a confidential record of complaints and actions taken, including details of support to survivors and disciplinary actions taken, and adjust actions at the company level as needed based on lessons learned. Additional steps include tracking changes in knowledge, attitudes, and behavior. **TOOL 4.15** provides examples on how to monitor these aspects at your company through a theory of change (TOC), while **TOOL 4.7** can be revisited to collect data through employee engagement mechanisms.

TIPS:
- *Confidential records of complaints can help you track trends and highlight recurring problems (e.g., are certain departments more prone to complaints than others? Are employees in certain types of roles more likely to experience GBVH?)*
- *Do not adopt targets on decreases in GBVH incidents reported. Disclosure may increase after implementation of GBVH initiatives in the short-to medium term as corporate culture and trust in the company improves.*

The journey to create a safer and more respectful workplace by addressing GBVH issues at the workplace takes time and continued efforts can help build a stronger company culture. A sustained focus on learning and adjusting approaches to GBVH, especially around responding in a survivor-centered way to incidents of GBVH, will help enhance employee trust in company commitments and encourage others to report issues.

Tackling GBVH and respectful workplace issues also presents an **important opportunity to enhance company culture and values, staff wellbeing, and the productivity of the company.**

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ASSESS & PREPARE

Assess Situation

4.2 The Business Case for Respectful Workplaces

4.3 Guidelines for Finding and Assessing Available GBVH Data

4.4 Guidelines for Potential Legal Obligations Involving GBVH

4.5 Service Provider Guidelines

Understand Employee Perceptions and Conditions

4.6 Gender Smart Safety

4.7 Respectful Workplaces Staff Engagement Survey

Hire Independent Specialist

4.8 Terms of Reference for GBVH and Respectful Workplaces Assessment

ADDRESS

Ensure Leadership Commitment

4.9 Checklist for Publicly Committing to Address GBVH and Model Respectful Behavior

Identify, Train, and Support Key Staff as Focal Points

4.10 Identify Key Staff for GBVH Focal Points and Contact Team

4.11 Guidelines for GBVH Focal Point Training

Develop GBVH and Respectful Workplace Policies

4.12 GBVH and Respectful Workplaces Guidelines and Sample Policy

Foster Employee Awareness

4.13 Raising Awareness and Communication of GBVH Commitments and Approaches

Support Key Staff and Focal Points

4.14 Guidelines for Self-care for Focal Points/Contact Team

MONITOR & SUSTAIN

Track Progress

4.15 Developing a Theory of Change for Interventions Involving GBVH

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