

TOOL 4.12

GBVH and Respectful Workplaces Guidelines and Sample Policy

- » **GOAL:** Offers guidance and examples of workplace policies, procedures, and reporting and investigation mechanisms
- » **TARGET UNITS:** Executive Board, Senior Management, and Human Resources

This Gender-Based Violence and Harassment (GBVH) and Respectful Workplaces Guidelines and Policy Sample can be used by businesses to create or revise policies to address workplace violence and harassment. The purpose of the sample policy below is to help companies make changes to existing policies or adopt a new policy to recognize the impact of GBVH on your business, employees, and/or the communities in which your company operates and to ensure company policy helps improve the responses to GBVH.

At a minimum, businesses need to ensure that they are meeting their obligations to provide a safe workplace. This means businesses will need to address **workplace bullying and sexual harassment** and take steps to **prevent sexual exploitation and abuse (SEA) connected to the workplace**. Once the business has made progress on these issues, it will have built the corporate culture that will allow it to support employees further by responding to **domestic or sexual violence (DSV)** that may occur outside the workplace.

TIPS:

- *Treat employees as allies when addressing workplace violence and harassment. Employees will respond better if they are asked to help prevent and respond to workplace violence and harassment than if they are treated as potential perpetrators.*
- *Link GBVH and respectful workplaces initiatives to company values.*

This document contains a suggested structure for your GBVH and respectful workplaces policy, sample text, and tips.

A GBVH and Respectful Workplaces policy can be a standalone document or incorporated into existing policies, such as a HR Handbook. This sample policy should be customized to ensure that the workplace strategies suit the size and needs of each business. The tips in this document will help you to customize your policy.

Many companies already have codes of conduct, policies, or procedures in place to address workplace violence and harassment. Companies may have specific obligations around workplace violence and harassment under national law or to investors, buyers, or other stakeholders. This guidance should not displace existing company approaches, but can be used to review and revise them as needed. It is also important to raise awareness of these policies and procedures (see [TOOL 4.13](#)).

Purpose

The purpose of the GBVH and Respectful Workplaces policy is to ensure a respectful and safe working environment, free from all forms of workplace violence and harassment including workplace bullying and sexual harassment and sexual exploitation and abuse (SEA) connected to the workplace. *[add if the policy covers domestic and sexual violence: and to develop a supportive workplace in which survivors of domestic and sexual violence (DSV) feel safe to come forward and seek support.]*

Workplace violence and harassment are unacceptable and will not be tolerated under any circumstances by anyone employed by or associated with the company. Cases will be analyzed on a case-by-case basis and according to the principle of proportionality.

The company is committed to maintaining a work environment that demands respect for the dignity of individuals, and where everyone feels comfortable raising issues or concerns regardless of who the offender may be or what position they may hold in the company.

TIP: Update this section to reference company values and relevant existing workplace policies such as those addressing health, safety, and environment, and anti-discrimination.

Scope

This policy covers all employees, including:

- Full time, part time, casual, temporary, or permanent employees
- Executives and management
- Contract or consultant workers, and
- Volunteers, vocational and work experience placements, and apprentices.

This policy is not limited to the workplace or work hours and includes virtual work environments and interactions. This policy extends to all places and functions that are work related, including:

- Whenever or wherever employees may be because of their work duties, including during and after business hours, on-site or offsite, such as at conferences or work-related social functions, and employer-provided transportation
- Employee treatment of other employees, clients, and all people encountered during their work duties.

Employees who are harassed by third parties during their work, such as customers or clients, can also be supported by this policy.

TIPS:

- Update the scope of who is covered to reflect the company structure
- Add any other company obligations in relation to workplace violence. For instance, does the company have obligations to ensure that workplace violence and harassment are addressed in its contracting or supply chain?

Employee rights and responsibilities

All employees are entitled to:

- Work free from workplace violence and harassment
- The right to make an enquiry or complaint under this policy in a reasonable and respectful manner without being victimized
- [Add if the policy covers DSV: The right to seek support if they are affected by DSV.]

All employees must:

- Complete relevant training on this policy
- Follow the standards of behavior outlined in this policy
- Offer support to people who experience workplace violence and harassment, including providing information about how to make a complaint
- Avoid gossip and respect the confidentiality of complaint resolution procedures
- Treat others with dignity, courtesy, and respect.

Managers and supervisors must also:

- Model appropriate standards of behavior
- Take steps to educate and make staff aware of their obligations under this policy
- Intervene quickly and appropriately when they become aware of inappropriate behavior
- Act fairly to resolve issues and implement workplace behavioral standards, making sure relevant parties are heard
- Help resolve complaints informally if this is the preference of the survivor
- Refer formal complaints about breaches of this policy to HR management for investigation
- Ensure those who raise an issue or make a complaint are not victimized; extend similar protection to alleged perpetrator(s)

TIPS:

- *It is important that anyone who hears about, witnesses, or experiences workplace violence and harassment is encouraged to raise the issue. Consider bystander training for all employees and community members in the business' area of operation (see **TOOL 4.9**).*
- *All incidents of workplace violence and harassment, no matter how large or small or who is involved, require managers and supervisors to respond rapidly and appropriately.*

Definitions

Workplace Bullying

Workplace bullying is unreasonable, and often repeated, behavior that undermines a person's health, safety, confidence, or dignity.

Examples of behaviors, whether intentional or unintentional, that may be workplace bullying include⁸¹:

- Abusive, insulting, or offensive language or comments that may reference, among other characteristics, race, religion, ethnicity, age, disability, gender identity, sexual orientation, language, or class
- Unjustified criticism or complaints
- Aggressive and intimidating conduct
- Repeated threats of dismissal or other severe punishment that are unfair, unjust, and/or unreasonable
- Ridiculing, humiliating, or belittling a person
- Practical jokes or initiation
- Making fun of a person by referencing, among other attributes, a perceived or real disability, a physical or mental characteristic, their race or the color of their skin, their religion or a symbolic representation of their religion they are wearing, ethnicity, age, gender identity or sexual orientation, or class.
- Spreading gossip or malicious rumors about a person
- Deliberately excluding a person from work-related activities and social events
- Setting unreasonable timelines or constantly changing deadlines without reasonable explanation
- Setting tasks that are unreasonably below or beyond a person's skill level
- Deliberately changing work arrangements to inconvenience a person
- Sabotaging a person's work by, for example:
 - › Denying access to supervision, consultation, or resources
 - › Withholding information or supplying incorrect information
 - › Hiding or destroying documents or equipment
 - › Not passing on messages, or
 - › Purposely doing something to get a person into trouble in other ways
- Interfering with a person's personal property.

⁸¹ From WorkSafe.qld.gov.au. For a definition of bullying, see WorkSafe Queensland's [definition](#) and National Health and Medical Research Council (NHMRC) [Respect in the Workplace Policy \(Bullying and Harassment\)](#).

Not all behavior that makes a person feel upset or undervalued at work is workplace bullying. Differences of opinion and disagreements are generally not workplace bullying, however; in some cases, conflict that is not managed may escalate to the point where it becomes workplace bullying.

Workplace bullying does not include reasonable management action taken in a reasonable way by the person's employer in connection with the person's employment.

Reasonable management actions include, but are not limited to:

- Setting realistic and achievable performance goals, standards, and deadlines
- Fair and appropriate rostering and allocation of working hours
- Transferring a worker to another area or role for operational reasons
- Deciding not to select a worker for a promotion where a fair and transparent process is followed
- Informing a worker about unsatisfactory work performance in an honest, fair, and constructive way
- Informing a worker about unreasonable behavior in an objective and confidential way
- Implementing organizational change or restructuring, and
- Taking disciplinary action including suspension or termination of employment where appropriate or justified in the circumstances.

TIP: *When training or raising awareness about the policy, it is important to provide examples of workplace bullying (and other forms of workplace violence and harassment) so employees understand what kinds of behaviors are unacceptable and should be reported.*

Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature which is offensive, humiliating, and intimidating.

Sexual harassment can take various forms. It can involve conduct such as:

- Staring or leering
- Sexually suggestive comments or jokes
- Insults or taunts of a sexual nature
- Unwanted invitations for sex
- Persistent requests or forcing a person to go on a date
- Intrusive questions about a person's sexuality or body
- Unwanted sexual advances or requests via social networking sites

- Sending or making a person view sexually explicit content such as pictures, posters, screensavers, emails, internet sites, and social media messages
- Intrusive contact or conduct of a sexually suggestive nature, including outside of working hours, either in-person or via other means such as SMS or social media
- Unnecessary familiarity, such as deliberately brushing up against someone
- Unwelcome touching, hugging, patting, or kissing
- Sexual assault⁸²

A single incident is enough to constitute sexual harassment—it does not have to be repeated.

Both men and women can experience sexual harassment at work, however, it is most commonly experienced by women.

A single incident is enough to constitute sexual harassment—**it does not have to be repeated.**

There are two types of sexual harassment in the workplace:⁸³

- Quid pro quo sexual harassment
- Intimidating, hostile, or offensive environment sexual harassment.

Quid pro quo sexual harassment reflects inappropriate use of power and occurs when some type of employment benefit is made (or perceived to be) contingent on sexual favors in some capacity. It includes requests for sexual favors, unwelcome advances, or other verbal or physical conduct of a sexual nature when either of the following conditions is met:

- Agreeing to such request or conduct is made or perceived to be a term or condition of an individual's employment; or
- The request or conduct is explicitly or implicitly used as the basis for employment decisions affecting that individual.

Usually, quid pro quo sexual harassment occurs between someone in a position of power and a subordinate.

Intimidating, hostile, or offensive environment sexual harassment occurs when there are frequent or pervasive unwanted sexual comments, advances, requests for sexual favors or other verbal or physical conduct of a sexual nature that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

⁸² Defined as sexual activity with another person who does not consent. It is a violation of bodily integrity and sexual autonomy and is broader than narrower conceptions of "rape," especially because (a) it may be committed by other means than force or violence, and (b) it does not necessarily entail penetration.

⁸³ For more information, see U.S. Equal Employment Opportunity Commission [Policy Guidance on Current Issues of Sexual Harassment](#).

It is not usually deemed an intimidating, hostile, or offensive environment if the activity in question was a single attempt at initiating a sexual or romantic relationship that was neither reciprocated nor repeated.

TIP: *It is important to differentiate quid pro quo sexual harassment from other forms of sexual harassment, as those that engage in this form of harassment are breaching the duty of care that they have towards their subordinates. Any proven cases of quid pro quo harassment warrant strong disciplinary action.*

Sexual Exploitation and Abuse

Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another.⁸⁴

Sexual abuse is actual or threatened unwelcome physical contact of a sexual nature, whether by force or under unequal or coercive conditions. It also includes sexual relations with a child, in any context, defined as a human being below the age of 18 years.

Add if the policy covers domestic and sexual violence:

Domestic and Sexual Violence (DSV)

Domestic violence is conduct, or the threat of such conduct, committed by a person against another person with whom the offender is in a domestic relationship that constitutes physical, sexual, psychological, or economic abuse. It may consist of a single act or a number of acts that form part of a pattern of behavior, even though some or all of those acts when viewed in isolation appear to be minor or trivial.

A person is in a domestic relationship with another person if:

- they are or have been family members; or
- they are the parents of a child or are persons who have or have had parental responsibility together for a child; or
- they are or were in an engagement, courtship, or customary relationship, including an actual or perceived intimate or sexual relationship of any duration; or
- one person is a domestic worker in another person's household.

Family member includes all members of a person's family, whether related by blood, adoption, marriage, or custom.

Sexual violence is any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion by any person regardless of their relationship to the survivor, in any setting, including but not limited to home and work.

⁸⁴ UNHCR, [What is sexual exploitation, abuse and harassment?](#)

Survivor means the person or persons adversely affected by DSV. Anyone can experience DSV, regardless of their sex, gender identity, sexual orientation, or intersex status.

Perpetrator means the person or persons who commit, or threaten to commit, an act or acts of DSV.

TIP: Update the definition of domestic violence, domestic relationship, and family in accordance with the laws of the country. Note that you do not need to update the definitions of sexual violence, survivor, or perpetrator. If no law exists in your country, use the sample text.

Workplace violence and harassment complaints procedure

An employee who believes they or someone else may be experiencing workplace violence and harassment (including workplace bullying, harassment, sexual exploitation, or abuse connected to the workplace) should contact their supervisor, a designated company contact person [insert title—e.g., GBVH and Respectful Workplaces Contact Team or HR/contact details], or raise the issue through the anonymous reporting system [*insert online portal/web address/suggestion box*].

If an employee does not feel comfortable approaching their supervisor, for example because their supervisor is the alleged perpetrator or is related to the alleged perpetrator, the employee should report the incident to a contact person (who has been designated by the employer and equipped with the training and resources to respond appropriately) or through the anonymous reporting system.

The supervisor, designated contact person, and company are obliged to act upon the information in accordance with the procedures described in this policy.

TIPS:

- Reporting mechanisms should include multiple channels, informal, formal and/or online, and at least one anonymous way to report.
- Anonymous complaints may be more difficult to investigate and resolve if the complainant can't be interviewed. Accordingly, the company should encourage employees to report workplace violence and harassment to their supervisor or to a designated contact person to ensure an effective investigation.
- The business should publicize the policy and how to report workplace violence and harassment extensively (e.g., through team meetings, posters, on the intranet, etc.)
- Update this section with any external reporting mechanisms.

Workplace violence and harassment resolution procedure

The employee can request an informal resolution or formal investigation to resolve the complaint.

More severe forms of workplace violence and harassment such as quid pro quo harassment and physical or sexual assault may require a formal investigation and/or reporting to police.

Informal resolution

If the employee chooses to resolve the complaint informally, they will be given the opportunity to tell the person responsible that they find their behavior offensive and ask them to stop. The complainant may wish to ask a colleague, supervisor, or designated contact person to be present. If the complainant does not feel comfortable confronting the perpetrator, or if the matter cannot be resolved informally, a formal investigation should be undertaken.

TIPS:

- *Informal resolutions can be encouraged for less severe conduct, but employees should always be given the option of a formal investigation.*
- *Disciplinary action cannot be taken without a formal investigation.*

Formal investigation

A formal investigation will be undertaken by a gender-balanced panel whose members have been trained to conduct investigations in a survivor-centered way. Larger organizations can hire a specialist or a firm.

Investigations should be conducted in a confidential manner and will protect the privacy of persons involved to the utmost extent possible (if consent has been obtained by the complainant).

This should include the following:

- Interview with the complainant as to the alleged event(s)
- The complainant should be given an opportunity to express their preferred outcome from complainant process, with the understanding that an alternative outcome may be deemed more suitable by the investigative team
- Interview with the respondent as to the alleged event(s)
- Interview with the respondent as to the alleged event(s)
- Interview with any witnesses or anyone else who may have any information regarding the complaint
- Review any evidence—for example, the complainant may have text messages that show evidence of bullying or sexual harassment, e-mails, social media, screenshots, CCTV.

Confidentiality must be fully maintained throughout the investigation process. To the greatest extent possible, no information regarding the complaint or the parties involved shall be provided to anyone outside of the investigation process without the approval of all parties involved.

If the complaint is about a criminal allegation or covered by a mandatory reporting requirement, the company may support the complainant and/or directly report the issue to the police or mandatory reporting body.

TIP: Update this section with any requirements from national labor codes, enterprise agreements, or other obligations, and with applicable criminal and mandatory reporting requirements.

Determining the outcome of a formal investigation

The investigative team should recommend the outcome of the formal investigation based on whether workplace violence and harassment occurred and the severity of the harassment.

The following factors can help determine whether the workplace violence and harassment occurred:

- Whether the conduct included any of the actions listed in the policy
- Whether the conduct was patently offensive
- Whether the conduct would have breached the dignity or respect of a reasonable person in the circumstances
- Whether the conduct is a criminal act such as physical assault, rape, or sexual contact with a minor.

The following factors can help determine the severity of the harassment:

- Whether the conduct was verbal, physical, or both
- How frequently the conduct was repeated
- Whether the alleged perpetrator was a coworker, a client, third party, or supervisor
- Whether others joined in perpetrating the violence or harassment
- Whether the violence or harassment was directed at more than one individual, and
- Whether the violence or harassment was directed towards a minor.

Whether or not any given behavior qualifies as workplace violence and harassment will be assessed on a case-by-case basis. In addition to the impact on an individual, consideration will also be given to whether the conduct created an intimidating, hostile, or offensive environment for coworkers of the survivor or members of the community.

In relation to sexual harassment, the intent of the perpetrator is not relevant. Statements like “I didn’t mean to harass” will not be considered. It is the impact of the behavior which is considered. When considering conflicting evidence as to whether conduct was welcome or unwelcome, the company will look at the totality of the circumstances, noting that just because someone does not object to inappropriate behavior at the time does not mean that they are consenting to the behavior.

The recommendations of the investigative team should be reviewed and a final outcome determined by the CEO or their nominee.

TIP: *Some jurisdictions and/or enterprise agreements require external review if an employee is to be terminated for misconduct. Check local laws and company obligations and update this section accordingly.*

Communicating the outcome of the investigation

Upon completing the investigation of a workplace violence and harassment complaint, the company will communicate its findings and intended actions to the complainant and alleged perpetrator.

Workplace violence and harassment is found to have occurred

Where workplace violence and harassment has been found to have occurred, the appropriate outcome will be focused on getting the perpetrator to cease the harassing behavior, taking proportionate disciplinary action and providing support to the complainant.

Outcomes include:

- Remediation between the complainant and the perpetrator and support for their reintegration into their respective roles within the workplace
- Disciplinary procedures as deemed appropriate given the severity of the behavior, which may include referral to counseling or training, reassignment, withholding of a promotion, temporary suspension without pay, final warning, termination, or other actions.⁸⁵

In all cases where harassment has been found to have occurred, support services or counseling will be made available to the complainant.

TIPS:

- *Disciplinary action should be proportionate to the impact of the harassment.*
- *The finding of any quid pro quo sexual harassment generally should automatically result in termination of the perpetrator, suspension without pay, or final warning.*

Workplace violence and harassment not determined/has not occurred

If the investigation cannot determine that workplace violence and harassment has occurred or determines that it did not occur, this finding will be communicated to the complainant in an appropriately sensitive manner.

⁸⁵ Some jurisdictions these measures may only be applicable with a formal investigation and a judicial decision.

If, after the investigation, it is found that the complainant has maliciously or recklessly made a false accusation, the complainant will be subject to sanctions. In such an event, the company will also take appropriate action to restore the reputation of the accused.

TIP: *The complainant should be provided with support services or counseling if needed, even if there was no finding of workplace violence and harassment. Support should also be provided to an alleged perpetrator who has been wrongly accused.*

Recordkeeping

In all cases and whatever the outcome following a formal investigation, a record of the complaint and the outcome will be recorded and stored in a secure centralized filing system. These files will be kept separate from employee files, however where any employee has been found to have committed workplace violence and harassment and breached this policy, a notation of that finding will be included in their personnel file.

TIPS:

- *The business may want to consider creating a procedure for recordkeeping that complies with any privacy obligations and details how online and hard copy records will be kept confidential.*
- *Some countries have national laws about recordkeeping in relation to sexual harassment. Update this section accordingly.*

Add if the policy covers DSV:

Support for employees affected by DSV

The company encourages any employee affected by DSV to seek support by disclosing the DSV to a member of the contact team [*insert title/contact details*]. These staff members have received training and will support you by referring you to support services within the community and accessing support under this policy.

Referral to support services

The company will assist employees affected by DSV to access available and appropriate support and protective services in the community, including medical and psychosocial support, counseling, emergency accommodation, police protection, and welfare services by facilitating contact with these services.

TIPS:

- *Companies may, if feasible, directly provide support and protective services.*
- *Update this section with names and contact details of internal and external support and protective services.*

Safety planning

To ensure the safety of employees and the workplace in general, the company, in consultation with the employee, will assess the risk of DSV to the employee and the workplace and make reasonable adjustments to the work schedule and work environment. In consultation with the employee, the company may undertake safety measures to avoid harassing contact, including but not limited to:

- Changing the employee's span of hours or pattern of hours and/or shift patterns
- Redesigning or changing the employee's duties
- Changing the employee's telephone number or email address
- Relocating the employee to another work site/ alternative premises
- Providing safe transportation to and from work for a specified period
- Supporting the employee to apply for a Protection Order or referring them to appropriate support; and
- Taking any other appropriate measure including those available under existing provisions for family friendly and flexible work arrangements.

TIP: Update this section to only include safety planning measures that the company can provide. The sample text above is only an indicative list.

Leave

An employee experiencing DSV can request paid special leave to attend medical or counseling appointments, legal proceedings, relocation to safe accommodation, and other activities related to DSV.

An employee who supports a person experiencing DSV may take sick leave, including but not limited to accompanying them to court or hospital, or to care for children or other dependents.

Employees who are employed in a casual capacity may request unpaid special leave or unpaid sick leave to undertake the activities described above.

The amount of leave provided will be determined by the individual's situation through consultation with the employee and the DSV contact team, and management where appropriate.

TIPS:

- Consider updating this section with details of how much leave the business will grant without requiring senior management signoff.
- Create a procedure for escalating leave requests in excess of standard provisions to management.

Other support

The company may, where feasible, provide financial and other support to survivors of DSV to access medical and psychosocial support, counseling, emergency accommodation, security, and welfare. These may include but are not limited to:

- No/low interest loans
- Salary advances
- Direct payment of medical costs
- Upfront payments for medical costs to be recouped from the employee's health insurance
- Providing or facilitating access to childcare
- Providing security upgrades to the employee's home, and
- Providing safe transportation to access support services or to and from accommodation.

TIP: Only include any supports that the company may provide in this section.

Evidentiary requirements

If the company requires proof of DSV, this may be provided in the form of a document—as agreed upon by the company and employee, and issued by the police, a court, doctor, district nurse, maternal and child health care nurse, family support center, counselor, member of the clergy, or lawyer—or a statutory declaration.

TIP: Providing evidence of DSV may create a barrier to disclosing DSV and asking for help. Keep evidentiary requirements to a minimum and update this section accordingly.

Perpetrators of domestic and sexual violence

If an employee is concerned that they will perpetrate DSV and voluntarily comes forward to seek assistance, the company will, if feasible, provide or facilitate counseling for the employee.

Provision of counseling will not prejudice the company's right to peruse disciplinary action against employees who commit DSV.

Any allegation of employees perpetrating DSV will be dealt with in accordance with the workplace violence and harassment complaints and resolution procedures described above.

TIPS:

- If the employee affected by violence and alleged perpetrator are both employees at the business, the company will need to take steps to support the survivor of violence and manage the alleged perpetrator (providing or facilitating counseling and/or investigating and resolving the complaint and/or referral to police in consultation with the survivor). Undertake a risk analysis in consultation with the survivor and separate the survivor and the alleged perpetrator, if needed. Ensure that different contact team members support each employee to minimize the risk of bias.

- *The company may not have jurisdiction to undertake investigations that do not have a connection to work. Seek legal advice if you are unsure.*
- *You may report criminal allegations to the police or other relevant statutory body but ensure that you consider the wishes of the survivor, regardless of whether he/she is an employee, to minimize the potential for further harm. Seek advice from a GBVH service provider if you are unsure.*
- *Always provide the contact details of support services and/or police to any complainant who alleges that an employee is perpetrating DSV.*

Confidentiality

The company is committed to maintaining the confidentiality of complaints and investigations about workplace violence and harassment [add if the policy covers DSV: and disclosures about DSV].

Information about workplace violence and harassment will only be shared with the consent of the complainant [add if the policy covers DSV: or the employee who discloses DSV], unless a breach of confidentiality is necessary to protect the employee or another person or company from serious harm, or where required by law.

The company will take disciplinary action, including and up to dismissal, against those who breach confidentiality.

TIPS:

- *Train the contact team to maintain confidentiality, including consequences for breaching confidentiality.*
- *Mark all documents about workplace violence and harassment as strictly confidential with a warning that a breach of confidentiality will result in disciplinary action.*
- *Store all documents about workplace violence and harassment securely.*

Protection against reprisals

An employee will not be discriminated against on the basis of reporting or disclosing workplace violence and harassment, or experience or perceived experience of workplace violence and harassment.

Reporting of any alleged workplace violence and harassment will not have any impact on employees' employment or promotion prospects with the company. Employees who make a complaint under this policy will be protected against any retaliation by the alleged perpetrator or any other representative of the company.

The company will take all appropriate measures to minimize the risk of any victimization or reprisals against the complainant or the alleged perpetrator and shall ensure all staff, including management and supervisory staff, are informed that the company will not tolerate victimization or reprisals.

In the event management is made aware of any victimization or reprisal or threat of any victimization or reprisal taking place as a result of a complaint of workplace violence and harassment being lodged, appropriate support services shall be made available to the complainant and disciplinary action shall be taken against the perpetrator in accordance with the company procedures for breach of a company policy.

In the event management is made aware of any victimization or reprisal or threat of any victimization or reprisal taking place outside of the workplace, appropriate support services shall be made available to the complainant and, where appropriate, the act or threat may be reported to the police.

Escalation processes

If you are unsatisfied with the reporting processes under this policy, for example due to the unavailability or non-responsiveness of designated contact team members, or if you believe your confidentiality has been breached, or if your concern is not resolved, you can raise the issue through the company's grievance resolution process.

TIP: Update this section with details of the grievance process, including where to find the process and who to contact.

False accusations

False accusations of workplace violence and harassment can have serious effects on innocent persons. If, after the investigation, it is found that the complainant has maliciously or recklessly made a false accusation, the complainant will be subject to sanctions. In such an event, the company will also take appropriate action to restore the reputation of the accused.

Monitoring and evaluation

It is good practice to undertake regular and at least annual monitoring and evaluation of the implementation and outcomes of the policy to identify the uptake of provisions of this policy, any barriers to access, and any positive and negative impacts on individuals and the business. Possible monitoring indicators include:

- Number of focal points/contact team members by gender
- Number of focal points/contact team members who received training on Respectful Workplaces by gender
- Number of managers/supervisors who received training on Respectful Workplaces by gender
- Number of employees/consultants/contractors who received training on Respectful Workplaces by gender

- Number of disclosures/complaints received by type of workplace violence and harassment (workplace bullying, sexual harassment, DSV, SEA) by gender
- Number of and type of support provided by gender
- Number of complaints investigated by type of workplace violence and harassment (workplace bullying, sexual harassment, DSV, SEA) by gender
- Number of disclosures/complaints resolved by type of workplace violence and harassment (workplace bullying, sexual harassment, DSV, SEA) by gender

The monitoring and evaluation data should be used as a learning tool that consolidates the strengths of the implementation of this policy and identifies any challenges.

TIPS:

- *Some countries mandate certain data to be collected in relation to workplace violence and harassment, especially workplace sexual harassment. Update this section accordingly.*
- *If the company has implemented an effective Respectful Workplaces program, the number of disclosures/complaints should rise in the short to medium term and then reduce in the longer term when company culture has improved.*