



GUIDE TO DEVELOPING AN
ORGANIZATIONAL POLICY
AGAINST GENDER-BASED
VIOLENCE AND HARASSMENT
(COMPANIES)



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ABBREVIATIONS

BADV: Business Against Domestic Violence Project

CEDAW: Convention on the Elimination of All Forms of Discrimination Against Women

CEID: Association for Monitoring Gender Equality

EBRD: European Bank for Reconstruction and Development

ILO: International Labour Organization

NGO: Non-Governmental Organization

KESK: Confederation of Public Employees' Unions

DEFINITIONS



Gender:

Gender refers to the socially constructed characteristics of women and men. It means that the roles and responsibilities associated with different sexes, and the binary system, involving hierarchy and power are a product of historical, social, and geographical circumstances.

Gender identity:

A person's understanding or experience of their gender, which may or may not correspond with the sex assigned to them at birth, including their sense of their body (which may involve modification of bodily appearance/function) and other expressions of gender including dress, speech, and mannerisms.

Gender impact assessment:

Analyzing structures, policies, and actions to see if they reduce, maintain, or increase gender inequalities.

Gender norms: +

Norms considered appropriate for men and women.

Gender pay gap: ○

Women being paid less than men.

Gender stereotypes: ○

Generalised views about the characteristics and roles that men and women should have.

Gender equality:

Gender equality refers to equal conditions, treatment, and opportunities, as well as equal allocation of resources, independence, difference, and diversity for all genders.¹

Gender-based violence and harassment (GBVH):

Is an umbrella term for violence and harassment directed at persons because of their sex or gender or affecting persons of a particular sex or gender disproportionately, and includes sexual harassment, insults, strong language, threats, humiliation, and abuse due to an individual's gender.



Violence against women:

Violence against women refers to all sorts of conduct and behaviour directed against women or affecting women for being women, which results in violation (referred to as violence in Law No. 6284) of women's human rights through gender-based discrimination.² The most visible form of violence against women in Turkey is femicide.³

Sexual violence: ○

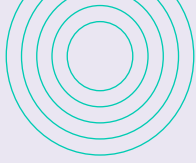
Sexual violence is any attempt or threatening behaviour of a sexual nature that takes place without the consent of an individual. Sexual violence includes rape, sexual abuse, sexual harassment, exploitation and forced prostitution. Married couples may also experience such violence, where one of the partners does not give their consent for sexual activity.⁴

¹ <https://ceidizler.ceid.org.tr/dosya/toplumsal-cinsiyet-esitliginin-temel-kavramlaripdf.pdf>

² Law No. 6284 <https://www.mevzuat.gov.tr/MevzuatMetin/1.5.6284.pdf>

³ According to Bianet, 284 women were killed by men in Turkey in 2020. This figure was 405 according to the "We Will Stop Femicide Platform" and 408 according to the "Monument Counter".

⁴ <https://help.unhcr.org/turkey/tr/tcds/toplumsal-cinsiyete-dayali-siddet-nedir/>



Sexual harassment:

Any form of sexual conduct that violates someone's sexual independence without their consent through verbal and body language or means of communication. Examples for harassment include verbal abuse, sexually explicit talk without consent, and sharing sexually explicit content.⁵

Sexual assault:

Sexual assault is conduct that violates an individual's bodily integrity and sexual inviolability through non-consensual contact. As per the Turkish Criminal Code, "inserting an organ or another instrument into a body"⁶ establishes grounds for increased penalty. Marital sexual assault is defined as a criminal act. Sexual assault also is any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the sexual exploitation of another.

Sexual exploitation:

Any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the sexual exploitation of another.

Dating violence:

Dating violence is where one party dominates, controls, or uses force against another in marriage, intimate relationships, or partnerships. It involves any act of physical, sexual, psychological, or digital violence dominating the relationship.

Cyber violence:

Cyber violence refers to disruptive or non-consensual conduct of discrimination or violence through the Internet and social media tools. Examples include sharing or threatening to share images of someone without their consent; sending sexually explicit images or messages; checking another person's social media account without their consent; using force against someone through social media.

Stalking:

Stalking refers to the act of monitoring and following a person by threatening their safety. Stalking might be in a physical form including crossing one's path, but it may also involve constantly disturbing, bothering or stalking someone on social media or on the phone. The Law No. 6284 entails protection against stalking.

Sexism:

Sexism refers to expressions and conduct that humiliate, despise, and subordinate a gender. Some of the most common examples in everyday language are in everyday language include sexist jokes, wording, and ways of addressing. "Like a true man" and "girlie stuff" are among the most common sexist phrases in Turkish.

⁵ <https://citok.boun.edu.tr/tr/content/cinsel-taciz-nedir-0>

⁶ Turkish Criminal Code Article 102. Online access: <https://www.mevzuat.gov.tr/MevzuatMetin/1.5.5237.pdf>




DEFINITIONS



Retaliation:

Retaliation refers to harassment in varied forms to take vengeance on a victim or prevent them from engaging in repeated behavior. It involves explicitly or implicitly hindering someone's professional or educational life due to their refusal of any sexual or intimate attempts and offers - or when they file or intend to file a complaint about feeling harassed. Examples of retaliation include dismissing or threatening to dismiss someone, assigning unwanted tasks, and salary deductions, which all aim to silence the victim.




Sexual bribery/Quid pro quo harassment:


Sexual bribery/quid pro quo harassment occurs when an employer or superior exploits their power/authority to impose a sexual condition for obtaining/retaining employment or benefits or to harm an employee who refuses to submit to such conditions.⁷



Insinuation of interest:




Insinuation of interest refers to behaviors implying interest in a person without explicit sexual intent. Examples include frequent requests to meet up after work, phone calls or e-mails to discuss non-business topics, asking questions about or commenting on a person's personal life (e.g., their spouse, partner, family), addressing them intimately, and making compliments that imply some interest. It might be construed as a form of sexual harassment and overwhelmingly affects women more than men.



Mobbing:

Mobbing is the act of exerting psychological pressure on an employee to exasperate them and exclude or expel them from work. Some examples of mobbing are sabotaging someone's work, spreading rumors or false information about them, pretending that they do not exist, isolating them from a group, and sending disturbing emails or texts.



Party exposed to violence:

"Party exposed to violence" is a term that replaces nouns such as victim or sufferer to avoid confining individuals into a position of weakness as a result of their experience. Terms such as "complainant" or "applicant" might also be used in violence-related applications.



Party using violence, perpetrator:

This definition emphasizes that the focus is on the act of violence when pointing to a person. Using descriptions such as arrogant, perverted, high-tempered, etc., must be avoided since they do not justify violence in any way.

Whistle-blower:

A whistle-blower is someone who reports an act of violence or harassment that they witness but that they are not affected by or exposed to directly.

Bystander intervention:

Bystander intervention refers to intervention to ensure that necessary sanctions are applied upon repeatedly witnessing violence or harassment.



⁷ Bakirci, K. (1998). Online access: <http://nek.istanbul.edu.tr:4444/ekos/TEZ/32136.pdf>

INTRODUCTION

More and more players and organizations have recently joined the struggle against gender inequality in line with the international regulations Turkey is a party to, alongside the regulations at a national level. However, it is observed that activities in this field primarily focus on domestic violence against women, while organizations pay less attention to their responsibilities for creating a mechanism to prevent gender inequality. As such, organizational regulations about workplace violence and harassment require improvement.

This guide presents proposed principles and a roadmap for the development of corporate policies that companies will adopt in order to prevent, mitigate and respond gender-based violence and sexual harassment both in the workplace and in the processes of interacting with stakeholders. This guide includes the key points and mechanisms to consider ensuring sustainable implementation of workplace policies, and to make sure that such policies serve their purpose.

I. GENDER-BASED VIOLENCE AND HARASSMENT

Gender-based violence and harassment (GBVH) are significant issues in Turkey and the world. GBVH is a set of discriminatory acts of a psychological, verbal, and physical nature, where one person is superior to another. Violence occurs in an environment characterized by several roles, responsibilities and traits unequally attributed to different genders. The key to eliminating violence is to prevent inequality and discrimination.

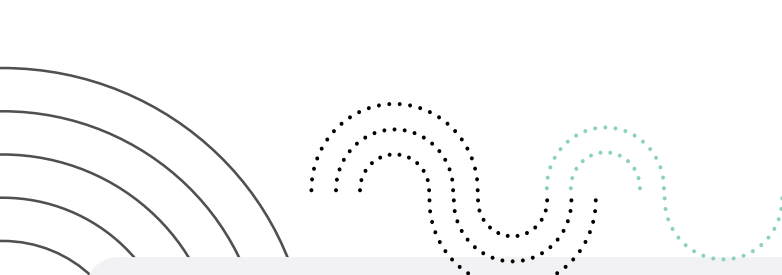
The obligations of governments are regulated by international law. International law highlights that the campaign against violence can be effective if it is collaborative and organizational. Accordingly, states and non-state players are responsible for preventing gender-based violence and harassment due to their legal duty of care. Obligations of private sector organizations in this area arise not only from the law but also from the responsibilities they adopt within the framework of business efficiency, compliance with the principles of business ethics, and the Sustainable Development Goals (SDGs).

GENDER-BASED VIOLENCE AND HARASSMENT IN TURKEY

Turkey has been a part of a global campaign against gender-based violence since the 1980s. The feminist movement in the 1980s first introduced the campaign against gender-based violence. Since the 1990s, it has been addressed in several ways in legislative and regulatory affairs of the state, and Turkey became a party to international agreements in this area. Unfortunately, violence against women remains a widespread problem.

More and more players and organizations have recently joined the campaign against gender inequality in line with the international regulations Turkey is a party to, alongside the regulations at a national level. Private sector companies have been carrying out activities in the field of gender equality and trying to develop their organizational capacities since 2000. However, we see that these activities mainly focus on domestic violence against women in order to create a social impact within the scope of corporate social responsibility, and the responsibilities of the private sector as an employer are pushed into the background. For this reason, organizational arrangements regarding workplace violence and harassment in companies operating in Turkey are open to improvement.

Rates of sexual harassment in the private sector in Turkey vary according to sectors. A study conducted in the health sector showed that 37.1% of nurses (Çelik and Çelik, 2007) were exposed to sexual harassment, and studies in the education sector showed that approximately 15% of female teachers faced the same (Eğitim-Sen, 2003; Oktay, 2001). Physicians working in the health sector are also exposed to the sexual harassment of their patients. 51% of the doctors surveyed said that they squinted, 14% were exposed to sexual questions, 14% received an offer to date

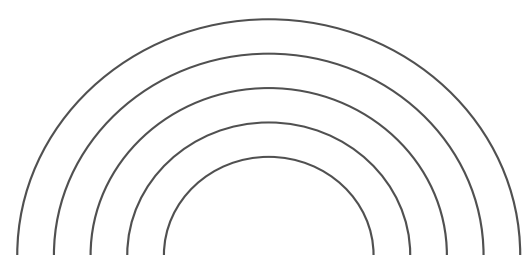


a patient or their relative, 12% were exposed to sexual verbal abuse, 8% stated that they were touched physically, another 8% stated that the patient tried to show his genital area, and 4% stated that they were exposed to sexual jokes or comments (Ulusoy, Swigart, & Erdemir, 2011). A study in the food industry (Koray, Demirbilek, & Demirbilek, 1999) found that although physical abuse is rare, verbal abuse was experienced by 13% of physicians, inappropriate offers by 7%, excessive attention by 5%, and harassment by a senior employee by 8%.⁸

Despite being widespread in Turkey, harassment and sexual assault in the workplace is a serious violation of rights, and many victims are reluctant to complain due to the inadequacy of organizational mechanisms and sexist culture. Awareness should be raised at all organizational levels and effective mechanisms should be put in place in order to effectively protect women against sexual violence and harassment which stem from discriminatory approaches.

GENDER-BASED VIOLENCE AND HARASSMENT IN THE WORLD OF WORK

Work life in Turkey is one of the key areas where gender inequality is observed in the starkest way. Women's participation in the workforce remained under 30% up until 2010 and went up to only 33.4% in 2019. This rate has decreased during the pandemic period. While the main reason for women's problems regarding their participation and staying in the workforce is the burden of care work caused by the sexist division of labor, gender discrimination and especially harassment in the workplaces are also an important factor.



In 2019, The International Labor Organization (ILO) adopted the "Violence and Harassment Convention",⁹ which came into force in 2021 as the first and only international convention in this area. "The Convention and the Recommendation require States, in consultation with representative employers' and workers' organizations, to adopt an inclusive, integrated and gender-responsive approach to the prevention and elimination of violence and harassment in the world of work". C190 and Recommendation 206 (R206) leave no-one behind. Similarly, the contract does not limit work life to work hours in the workplace; it includes transportation to work, business travel, business meetings and work-related social activities, and provides for the prevention of violence and harassment, including digital violence and the impact of domestic violence on work. The Convention also states that violence and harassment prevent equal opportunities and that a gender-sensitive approach is essential to ending violence and harassment in the world of work.¹⁰ The ILO Turkey Office continues to work for Turkey to sign the convention as well.

GBVH across the workplace constitutes violation of:

- Personal rights of the party exposed to violence and harassment;
- The right and freedom to work;
- Prohibition of discrimination / principles of equality;
- The right to be treated with dignity in the workplace
- Occupational health and safety of the employees;
- Labour peace;
- Public order and safety."¹¹

⁸ Toker, Türk Psikoloji Yazıları, Aralık 2016, 19 (38), 1-19

⁹ ILOSTAT database, retrieved February 8, 2022

https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_INSTRUMENT_ID:3999810:NO

¹⁰ Online access to ILO Violence and Harassment Convention dated 2019 and numbered 190: https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_INSTRUMENT_ID:3999810:NO

¹¹ Bakırçı, K. (2020) Uluslararası Çalışma Örgütü'nün 190 sayılı Sözleşmesi ve 206 sayılı Tavsiye Kararı Işığında İş Yaşamında Şiddet, Taciz, Misilleme ve Ev İçi Şiddet, online access: <http://tbbdergisi.barobirlik.org.tr/m2020-151-1940>

Violence and sexual harassment against women in the world of work is observed in all countries, to different degrees. Below are some examples:¹²

Australia

According to a national study conducted in Australia, two out of every five women and one out of every four men experienced sexual harassment at work in the past five years.

Mexico

According to the results of a survey in Mexico, 46% of female employees experienced a form of sexual harassment at work.

United Kingdom

More than half of the women who took part in a national survey and two-thirds of women aged 18-24 reported having been sexually harassed at work in the UK.

France

20% of the female employees in France reported having been sexually harassed throughout their work life. A study conducted in 2018 revealed that one in every three women were victims of sexual harassment.

A survey carried out in 2022 of 4,800 people in Canada on workplace harassment and violence showed that all forms of harassment and violence continue to pose significant health and safety risks to Canadian workers. Almost three-quarters (71.4%) of respondents said they had experienced at least some form of harassment and violence or sexual harassment and violence in the two years before completing the survey, while two-thirds (65%) had experienced at least one harassment or violence behavior or practice at work in the past two years. Slightly more than two-fifths (43.9%) have experienced at least one sexual harassment and violence behavior or practice in the last two years while at work and slightly more than a quarter (26.5%) have experienced at least one online harassment.

According to this report, workplace violence and harassment affects both employees and workplaces. The consequences can include serious physical and mental health problems, lost earnings, and destroyed career paths that can lead to huge economic losses for employers.

The number of comprehensive studies on harassment and violence at work caused by gender inequality in Turkey is limited. On the other hand, in the following statement, the 9th Civil Chamber of the Court of Cassation has recognized

gender-based discrimination in the world of work: "The biggest obstacle faced by female employees as they step into and sustain their work life, at all levels, is sexual harassment in the workplace, rather than the operational or physical challenges associated with their job".¹³


To date, the most extensive research conducted in Turkey in this field is the Survey on the Main Problems Faced by Female Employees in Workplaces conducted by the *Confederation of Public Employees' Unions (KESK)* in 2020.¹⁴ 1,792 women from 84 different occupational groups in 62 provinces participated in the survey, where 48% of women reported to have been discriminated against at work due to their gender. More than half of the female civil servants (59%) believe they faced mobbing at work. This data is open to interpretation as it might, at least in part, be associated with sexual harassment since mobbing is intertwined with sexual harassment at work. In addition to mobbing, the same survey found out that women faced constraints (39%) in exercising their legal rights, such as the right to leave and right to organization, etc., as well as problems such as discrimination in career building and promotions (34%), verbal harassment (28%), physical harassment (5%), and sexual harassment (3%).

¹² ILO, Handbook: Addressing violence and harassment against women in the world of work, online access:

https://www.ilo.org/wcmsp5/groups/public/--europe/--ro-geneva/--ilo-ankara/documents/publication/wcms_731371.pdf

¹³ Please also see the chapter "Understanding the legal framework and obligations" in this guide.

¹⁴ Please see: <https://kesk.org.tr/2020/02/27/kesk-kadin-arastirmasi-kesk-8-mart-programi/>



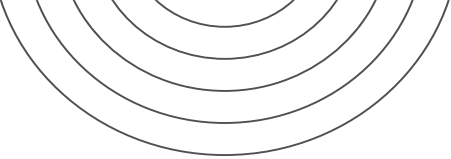
According to a survey of 1,444 women working in the transport sector in 24 European countries, a quarter of women in the transport sector think that violence against women (from colleagues/managers and customers) is common in the transport sector (ETF, 2017; ILO). Private sector obligations to combat GBVH are both a business necessity and an ethical responsibility. All forms of GBVH have a range of adverse effects on the health and well-being of individuals and their families. It is important for organizations and investors to be aware of these impacts and to recognize that even seemingly minor forms of violence and harassment can have detrimental and lasting impacts on people's physical, mental, sexual and reproductive health.

Adverse effects on employees may result in adverse effects on the organization's business processes, including but not limited to:

- Loss of trust between investors and partners. Damage to relations with users of products and services
- Damage to relations with service users
- Costs arising from legal processes
- Increasing absenteeism and inefficiency among employees
- Difficulty in ensuring the physical safety of shift workers
- Weakness in occupational health and safety issues
- Problems in recruiting new personnel, increasing the skills of existing personnel and promoting them
- Talent retention issues
- Damage to corporate reputation in the eyes of the public

The benefits for the employer of effectively responding to the problem can be listed as follows:¹⁵

- The number of leaves taken due to illness is reduced.
- It benefits employees' health, safety and well being and creates a positive working environment.
- It improves the reputation of companies, which allows them to attract and retain employees.
- In cases where violence and harassment are eliminated, the productivity of employees who were victims of violence in the past, as perpetrators and witnesses, increases.
- If the employee can talk to someone they trust and find reliable solutions to their problems, employee satisfaction also increases. When workplace violence and harassment are detected and stopped, it positively impacts society and family relationships in general.



¹⁵ ILO, SOSYAL10 Uygunluk Plastik ve Mamulleri Sektöründe Şiddet, Taciz ve Ayrımcılığın Önlenmesi https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---iloankara/documents/genericdocument/wcms_806862.pdf

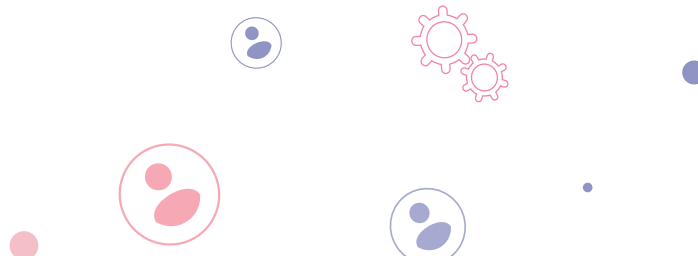
II. A GUIDE TO COMBATING GENDER-BASED VIOLENCE AND HARASSMENT IN THE WORKPLACE

PURPOSE OF THE GUIDE

Today, many studies are carried out in the field of combating violence, especially focusing on domestic violence. In addition, various policy studies, trainings, awareness studies, auditing, on-the-job training programs and corporate social responsibility projects are carried out among private sector organizations, including harassment and assault. Results of previous research on harassment and violence in the workplace show that:

1. Not everyone experiences harassment and violence in the same way,
2. Marginalized workers experience higher rates of harassment and violence
3. Workers exposed to harassment and violence face barriers to reporting and often do not receive the support they deserve.¹⁶

It is increasingly common to have encouraging human resources policies that apply to all employees and contractors, including a commitment to non-discrimination and codes of conduct. However, gender equality policies in most private sector organizations



are usually included in reports published in sustainability and investment relations. We see concrete applications on this subject only as projects and news except for rare examples. As a result of the examination of the contents of the report, it is seen that organizations focus on singular areas such as equal pay for equal work, equal opportunity, and technical training, rather than a comprehensive gender equality perspective on which their business strategies and workplace policies are based. These publications seldom contain the words harassment and violence.

In addition, it is seen that efforts in this direction are mostly handled by larger organizations in terms of production capacity, number of employees and sphere of influence. If we think in terms of policies covering all companies, subsidiaries, and subcontractors, we cannot say that an adequate organizational capacity has developed in the private sector regarding the fight against harassment, assault and violence.

This guide recommends that companies established with private or public capital, which play an important role in women's participation in social life and the economy, develop a corporate policy that respects human rights. The guide has been prepared to guide companies in their policy development processes. The egalitarian and human rights-respectful approaches that companies adopt as employers and organizations providing society products and services are part of the same. The framework and content of the guide have been created accordingly.

¹⁶ Harassment and Violence in Canadian Workplaces: It's [Not] Part of the Job https://www.learningtoendabuse.ca/research/our-projectsresources/national_survey_on_harassment_and_violence_at_work_in_canada/Respect-at-Work-Report-ENGLISH.pdf



THE APPROACH AND SCOPE OF THE GUIDE

This guide presents the principles and roadmap that will be taken as a basis for the development of corporate policies. Companies that consider gender equality as one of the basic principles of their corporate culture will adopt this guide to prevent GBVH both in the workplace and in areas of interaction with stakeholders. The guide also covers the issues and mechanisms that should be considered for these policies to be sustainable and implement and achieve their goals. It is recommended that the policies and practices to be developed using the guide are valid for the companies' own employees and areas of intersection with stakeholders, as well as for companies along the supply chain, and subcontractors.

The guide conveys the required conditions, methods, and perspectives for private sector organizations to create an organizational policy against gender-based violence. The objective is to further develop the organization's capacity to diagnose possible causes and understand their psychological and work-related consequences of gender-based violence in work life, to observe the environmental conditions that will allow the sexual harassment cases to emerge, and to develop procedures to respond effectively.



TARGET AUDIENCE OF THE GUIDE

The guide is intended to be useful for all types of organizations and individuals who want to combat gender-based violence. The responsibility for developing corporate policy on the prevention of violence and harassment primarily rests with senior executives. However, the responsibilities and the roles of other relevant departments, especially the Human Resources, whose contribution to the development and implementation of the policy is essential, and the roles in the subsequent policy formulation and development processes should be clearly defined.

III. MANAGEMENT OF THE CORPORATE POLICY DEVELOPMENT PROCESS IN COMPANIES



MANAGEMENT OF THE INSTITUTIONAL POLICY DEVELOPMENT PROCESS AT MUNICIPALITIES



The following conditions must be met in developing a workplace policy:

- Receiving support from the top management,
- Building a team to develop the policy
- Identifying the risks associated with gender-based violence and sexual harassment both to workers (including those in the supply chain) and to third parties
- Identifying the gaps in corporate policies and management systems, including contractors
- Determining the resources required for the policy development and implementation stage
- Preparing a concrete, inclusive and sustainable policy statement
- Developing the preventive mechanisms against gender-based violence or harassment
- Organizing training sessions
- Building and operating the mechanisms to respond to incidents
- Occupational health and safety
- Interaction and cooperation with external stakeholders



- Monitoring mechanisms and evaluation processes to ensure sustainability

To ensure the effectiveness and consistency of the campaign against GBVH:

- It must be built upon a corporate commitment disseminated internally and externally (the policy statement);
- The policy must follow an inclusive and participatory approach; and
- Directives and mechanisms must be built to ensure the implementation of the policy.

A company's efforts to deal with GBVH in the workplace should be consistent, and should apply to everyone. Maintenance of the policies, directives, and mechanisms should include updates based on accumulated experience, and should be aimed at eliminating deficiencies. When cases of GBVH in the workplace are encountered, the intervention should be made with a professional approach.




IMPORTANT ISSUES TO MONITOR WHEN CREATING CORPORATE POLICY

Senior management's support for the workplace policy is essential for its implementation, and it must be clearly stated that it is responsible for preventing gender-based violence in the workplace.

An organizational policy is the first prerequisite for preventing GBVH and responding to potential incidents effectively. The policy's success depends on ensuring it has a substantial connection with the organization's mission, vision, and values.


First, a team should be formed under the leadership of the Human Resources Department or another relevant department, which will be appointed by the senior management with the ultimate responsibility of implementing and coordinating the policy. A realistic project plan should be prepared in cooperation or contact with organizations working in the field of gender. To implement this plan, it is necessary to determine a



monitoring-evaluation calendar. It should be determined in advance by whom or by which units the organizational policy will be developed, implemented, monitored, and evaluated, and an application area that is as inclusive as possible should be designed.

In the light of the recommendations in this guide, companies should create the most appropriate and effective policies according to their fields of activity and unique situations.

LEADERSHIP AND ORGANIZATIONAL CULTURE



In organizations, the current corporate culture and leadership attitude are among the determining factors in order for the developed policies to become operational by penetrating into all processes.

Based on this point of view, the fact that the corporate culture embraces inclusiveness and diversity as a principle supports progress in the field of GBVH. A leadership style that encourages openness to personal development, sharing mistakes and trying again, and evaluating new ideas will help understand the new policy. The existence of a culture open to examining gender norms, social norms, and cultural norms as well as unequal and stereotypical gender roles and relations and discussing their reflections in the organization will make the policy more inclusive.


Implementing the policy effectively by ensuring equal treatment of everyone in the organization and fostering a culture of speaking up will make the leadership's promises more credible and sustainable. Leaders must also lead cultural change so that the entire organization adopts the policy.

Research shows that corporate culture is one of the most important antecedents of sexual harassment.¹⁷ While focusing solely on writing policies and guidelines to comply with the law and avoid litigation largely fails to reduce sexual harassment, changes in corporate culture

help foster a respectful workplace climate and culture of courtesy, thereby reducing harassment. Some of the suggested cultural changes are as follows: creating an inclusive and respectful work environment that embraces diversity; preparation of policies and guidelines, fair and transparent investigation and disciplinary processes, a culture of accountability; an organizational culture free from strict hierarchical relations, a strong and diverse leadership.

To activate change and transformation for the organization, situation analysis tools such as WEPs Women's Empowerment Principles Current Situation Analysis, and the UN Global Compact Human Rights and Private Sector Learning Tool have been developed by international organizations to support the private sector. While highlighting various points, it also enables organizations to see where they are vis-à-vis their sustainability and social responsibility.

DETERMINING THE POLICY DEVELOPMENT TEAM



It is common for organizations to establish a policy development team, if any, to ensure equality within their own structure and combat acts that violate equality under the leadership of Human Resources. This team should include people from the relevant units and administration in line with their job descriptions (e.g., policy development, implementation, monitoring, and assessment) to organize regular meetings, keep up to date through the exchange of information, and ensure participation of different municipal employees.

Suppose there is a union in the organization. In that case, it is recommended that union representatives are included in the team, or an advisory board should be formed in addition to the team. It would also be beneficial to include non-governmental organizations working in the field of gender on advisory boards. There must be a responsible core or coordinating team, experienced or trained in gender equality.

¹⁷Johnson, P. et al. 2018. Sexual Harassment of Women. Climate, Culture and Consequences in Academic Sciences, Engineering and Medicine. A Consensus Study Report of the National Academic of Sciences, Engineering and Medicine. (Washington DC, National Academies Press).

The following representatives should be considered in the composition of the team that will carry out the violence prevention work:

- Human Resources department manager and subject experts;
- Sustainability/Social Compliance officer;
- Legal Affairs department representative;
- Industrial Relations department representative;
- Management team representative responsible for the operation;
- Corporate Communications representative;
- Occupational Health and Safety unit representative;
- Ethics Committee/Internal Audit representative;
- Representatives of trade unions if any;
- Diversity and Inclusion Group representative if any;
- Procurement unit representative for cases where suppliers, subcontractors and subcontractors may be involved.

Employees to join the team must have awareness and knowledge of the subject as a number one criterion. Team members are recommended to undergo training on gender before starting work. Employees appointed by senior management are recommended to take part in this training. Authorization of the team by senior management to carry out the work (thus recognizing its expertise) empowers the team.

After the team receives training from subject experts (if necessary, from independent experts, gender studies centers of universities, etc.), they start their work by drawing up the project plan. The representation of gender, sexual orientation, gender identity and gender expression, ethnic origin, age, belief, and cultural diversity should be considered in the formation of the working team that will fight against violence in the organization.

The rotation of the team representatives from different units while preserving the core team ensures inclusiveness and awareness. The working principles and methods of the team should be included in the instructions to be prepared.

The regular meeting of the Advisory Board, which may consist of expert non-governmental organizations or individuals, increases awareness and sense of belongingness, and provides transparency.

IDENTIFYING THE RISKS, CAPACITIES, AND RESOURCES

Since the harmonization of the work of organizations to ensure gender equality with the general business strategy is critical, the creation of a strategy document that covers the economic justifications of these efforts, the possible risks to be addressed and the opportunities they will create will add reality to the information given in the document.

One can argue that struggles against violence against women and other types of gender-based violence in Turkey gained momentum with accelerated identification of deficiencies and recent preventive mechanisms deployed by different organizations. However, the risks that each company or organization will take are different depending on the sector in which it operates, the demographic and cultural characteristics of the workforce, the nature of the projects and the points of interaction with the stakeholders in the presentation of their products and services. These risks need to be identified at the beginning of the project and policies and guidelines need to address these risks.

Identification of risk, capacity and resources can be done at the beginning of the policy development process or while these activities are in progress. These determinations will not only highlight the priority areas in the policy to be implemented but also show that the policy is suitable for the current situation, the efficiency of the implementations, the realism of the targets and the missing areas. Thus, it contributes to the monitoring and updating of the policy.

In addition, it is necessary to pay attention to the differences of workplaces and employees. The need for additional regulations in accordance with the differences of the workplaces will emerge with new risk analysis. In addition, while performing the analysis, it should not be forgotten that workplace includes resting, breastfeeding, eating, sleeping, washing, examination and care, physical and vocational training areas, nursery, social facilities, vehicles and daily work areas. Similarly, different approaches may be required depending on the awareness level of the staff on the subject. Everyone at work can be affected by violence and harassment, but the risk of violence and harassment can vary by industry, occupation and/or work regulations. For example, those who interact with third parties as part of their job are potentially at high risk, e.g., violence and threats from customers in the retail and service industry, lone workers, precarious workers, workers in male dominated industries, etc.¹⁸

While identifying risk areas and risk groups, the problems of employees should be investigated so that it is possible to increase the safety of the service provided, especially for women. This way, organizations can plan preventive activities for their employees and suppliers (including subcontractors) and make their policies inclusive. The most effective methods and tools can be determined by regularly conducting surveys and research in the organization. Such studies should also be proposed to the organization's suppliers (including subcontractors) and their implementation should be encouraged.

Organizations should consider barriers to women's participation (e.g., childcare responsibilities, lack of transport) to fully involve female workers and help overcome these barriers (e.g., providing childcare, providing safe transportation). In addition, women may not feel confident enough to voice their concerns and wishes in front of their male colleagues; therefore, the organization should consider additional methods such as separate focus group discussions, informative interviews, and surveys with women and other underrepresented groups. Support can be obtained from nongovernmental organizations or universities working in the field of gender equality during the data collection process.

DEFINITIONS

Definitions to be used in policy development and implementation must be clear and understandable. It is recommended that the definitions and legal bases at the beginning of this guide be incorporated into awareness campaigns in a way accessible and understandable internally and by company suppliers. Printed and online brochures, posters in common areas, videos, and boards with information and contact addresses on the subject can be considered for this purpose.

¹⁸ Çalışma Yaşamında Şiddet ve Taciz Eğitimcilerin Eğitimi Seti ILO Şiddet ve Taciz Sözleşmesi (C190) ve Tavsiye Kararı (No.206) üzerine https://admin.industrial-union.org/sites/default/files/uploads/images/C190/TOOLKIT/facilitator_guide_tr_final.pdf



UNDERSTANDING THE LEGAL FRAMEWORK AND OBLIGATIONS

The team tasked with the prevention of gender-based harassment and violence needs to know the legal framework and obligations to which the company is subject. The prevention of gender-based violence is regulated in Turkey according to national and international law. The main elements of this law are listed below.

Turkish Criminal Code

Sexual harassment (art. 105), sexual abuse (art.102), defamation (art.125), threat (art.106), felonious injury (art.86), deterioration of peace and order (art.123), deprivation of (restricting) liberty (art.109) are defined.

Law No. 6284

Anyone facing cyber harassment, stalking, threats, or violence can seek a protective injunction order as per the Law No. 6284 without the requirement of submitting any evidence or documentation. An injunction may prevent a perpetrator from approaching the victim, their children, relatives, and residents and contacting them on social media.

Labour Act

The Labor Act No. 4857 includes sexual harassment in Article 24, which is about "the right of an employee to terminate the employment contract immediately" and deems sexual harassment, in Article 25, "as a reason for immediate termination of employment". According to Article 24, if the worker is exposed to sexual harassment in the workplace by another worker or a third person, and measures are not taken despite notifying the employer of the situation, he has the right to terminate the employment contract with just cause and to receive severance pay. Article 25, on the other hand, determines that an employee's sexual harassment of another employee as a reason for dismissal without compensation.



Code of Obligations

Article 417 of the Code of Obligations stipulates that "The employer is obliged to respect and preserve its employees' personality; keep a fair order within the workplace; preserve the employees from psychological and sexual harassment; and take any necessary precautions to preserve employees, who have been subject to harassment, against further damages."

Decisions of the Court of Cassation

In its various decisions, the 9th Civil Chamber drew attention to the importance of both sanctioning and preventing sexual harassment in the workplace.

Different types of violence, as mentioned in the legal regulations above, are considered to create an outlook as extensively as possible. Acts of gender-based violence are not limited to sexual harassment and sexual assault, which are expressly included in these laws, and threats, insults, stalking and frequently discriminatory and violent behaviors are also covered by these laws. If employees who experience harassment and other behaviors in the workplace are aware of their rights, which legal processes they can initiate and the application mechanisms, they will be more likely to speak up.

The act of gender-based violence and discrimination may be within the scope of a legal offense or may be contrary to the internal rules of the organizations. Enforcement and sanction mechanisms need to be clearly defined in the directives, as is necessary for the enforcement of laws, as well as for the enforcement of internal rules.



DEVELOPMENT OF CORPORATE POLICY

Care should be shown to ensure that the policy to be developed by private sector organizations is clearly defined, applicable and sustainable. The vision and commitment to prevent violence should be clearly stated, the scope of the policy should be planned, and the responsibility of the authorized team should be defined, including definitions of gender-based violence (including legal references, if any). As well as the steps to be followed to prevent violence, the mechanism to be operated in case of an employee's application with a statement of violence should also be designed and implemented quickly. In this regard, special attention should be paid to protecting the applicant's security and confidentiality, and an effective and fast process should be aimed.

When designing a policy, it should be considered that there may be incidents that may create a conflict of interest among the employees (hence, this issue should be paid attention to when receiving applications and managing the process), or that mechanisms that are not well established may produce new grievances in grievance applications.

The policy must mention that expert support might be sought in building and implementing the policy. As with any field, developing an organizational policy on gender equality at the workplace requires experience and expertise.

It is also important to underline that there is no "one size fits all approach" to addressing GBVH. Efforts to prevent and respond to reports must be context-relevant, so processes will have parts that need to be tailored to the size of the organization, the operating environment, or the type of business.

On the other hand, after the GBVH policy and guidelines are developed, other policies of the organization should be reviewed to ensure consistency.



SECURING CORPORATE POLICY

At the stage of designing the corporate policy, securing the policy should be an integral part of this process. After the policy is developed, it is essential for top management to announce it to the employees, partners in the supply chain, customers, and the public, to inform its stakeholders/affiliates, and to emphasize the organization's determination to achieve greater integration of this policy at the organization level. The dissemination of the activities to be organized within the framework of the policy also by management and relevant units contributes to the effectiveness of the policy and to inclusiveness. In addition, it is recommended to aim to expand the contact areas by establishing relations with other relevant activities of the organization (for example, the field of combating violence outside of work life) and to ensure that the studies feed each other.

How effectively the policy is implemented, what deficiencies and new suggestions are, how much it is known and embraced by different parts of the organization can be evaluated and reported by the internal control unit at regular intervals (for example, every 6 months). It is recommended that the studies and self-assessment realized by using a transparent language in the reports are shared with the public.

CONTENT OF ORGANIZATIONAL POLICY

When dealing with gender-based violence, organizations should set their goals by considering their characteristics as both employers and service providers and by evaluating their unique conditions. Some or more of the following exemplary purposes may be adopted:

- To provide an egalitarian, safe, healthy, non-violent work environment;
- To ensure that all employees and suppliers raise awareness about gender equality and forms of violence and to create an environment of internal trust;
- Establishing the relationship of the organization's gender equality policies with the corporate mission, vision, and strategy, and disseminating policy making to suppliers and other stakeholders;
- Establishing the relationship between the general gender equality policies of the organization and the characteristics of the sectors in which the organization operates;
- To define the mechanisms to be operated against the gender-based violence of the organization;
- To define the mechanisms to be operated in the event of violence that may occur among the employees of the organization;
- To define the mechanisms to be operated in the face of violence that may occur among the employees of the organization, among its employees and supply chain personnel, and within the supply chain;
- Ensuring that employees act in line with the policy text, contracts, and guidelines.

The corporate policy aims to take measures against repetitive behavior patterns or situations by defining zero-tolerance policies for the detection of violence and harassment situations, to record successful problem-solving examples and difficulties encountered in problem-solving, and thus to create the necessary infrastructure for the effective implementation of the policy.

The following principles should support all efforts to assess, prevent, respond, and monitor genderbased violence and sexual harassment in the workplace.

- **Victim centered:** prioritize the rights and needs of people who have experienced genderbased violence and sexual harassment in the workplace and listen to their wishes.
- **Safe:** protect those who experience, witness or report gender-based violence and sexual harassment in the workplace, and those working to combat it.
- **Context specific:** Base all actions on a solid understanding of the local legal and social context
- **Collaborative:** Working with internal and external stakeholders to identify risks, prevent gender-based violence and sexual harassment in the workplace, and respond to reports.
- **Inclusive:** Provide access to independent, objective, and non-judgmental spaces for specific groups to address the increased risk of gender-based violence and sexual harassment in the workplace and to discuss concerns.
- **Integrated:** Addressing the prevention of gender-based violence and sexual harassment in the workplace as part of the organization's existing processes and management systems.
- **Non-discriminatory:** Identify efforts to address gender-based violence and sexual harassment in the workplace as part of broader approaches to promoting inclusive, diverse, and effective businesses.
- **Well-informed:** Leverage expertise, including gender-based violence and sexual harassment in the workplace, child protection and legal experts, to inform the organization and help support responses as needed.

These principles, which will characterize the policy to be established, will also contribute to preventing the emergence of new cases of gender-based violence and sexual harassment.



IV. MECHANISMS TO PREVENT GENDER-BASED VIOLENCE AND HARASSMENT

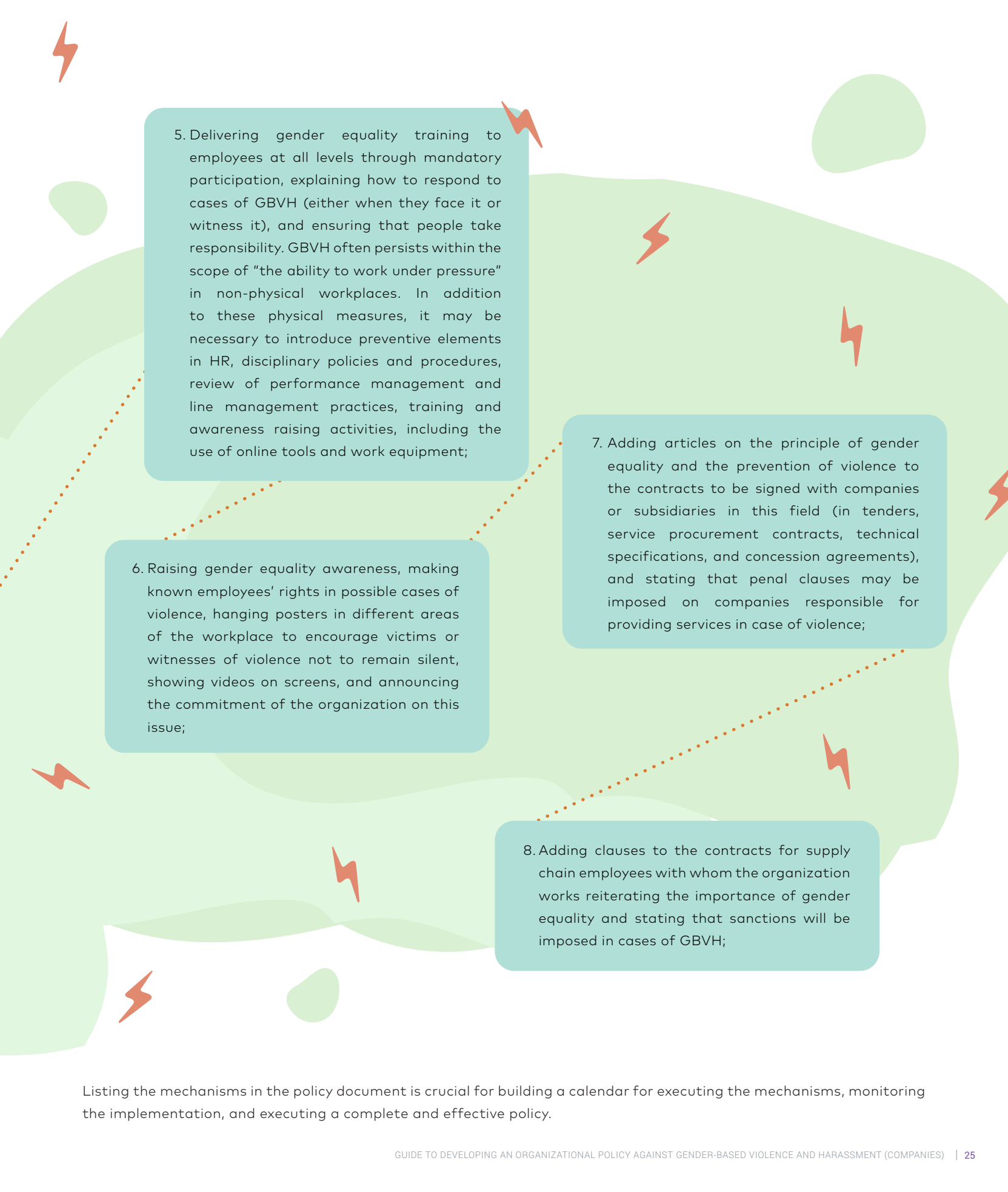
Arrangements to be made with a gender equality perspective in the workplaces of private or public companies will contribute to the elimination of barriers arising from both gender inequality and other inequalities. Mechanisms to be developed in this area should be both preventive and include sanctions to be used in cases of possible violence. As stated in the aim section of the guide, the elimination of violence primarily goes through prevention policies. This understanding should also aim to prevent possible cases from being unrequited and to be a deterrent. Examples of mechanisms that offer a holistic line of struggle for companies, thus embodying the purpose section of the guide, can be listed as follows:

1. Increasing the number of tenured and insured female employees (e.g., supervisors, managers, civil servants, security officers, cleaning staff, etc.), thus increasing safety through equal participation;

2. Offering a safe means of transport to households during off-peak times, providing safe transport to other places that require work-related visits during business hours, or delivering on what people pay for;

3. Securing the working space in municipalities for everyone; eliminating problems, for example, by improving illumination or installing escalators, etc. in line with the staff feedback; increasing accessibility and giving more information through icons, signs, and symbols; installing surveillance cameras where necessary; if the organization provides accommodation, to secure the door locks, lighting, and travel to and from the accommodation area;

4. Identifying and executing the mechanisms against potential violence incidents; developing an effective, practical, and standard application, such as a panic button; establishing an address/office for applications; setting up a team to respond and take an action in such addresses/offices; announcing this mechanism to the employees. In addition, management training on violence and harassment, and training on rights and responsibilities should be provided. It is also important how violence events are handled from the perspective of third parties outside the office. Second, it will be necessary to develop and train an awareness raising plan that includes as its first step the studying of different needs;



5. Delivering gender equality training to employees at all levels through mandatory participation, explaining how to respond to cases of GBVH (either when they face it or witness it), and ensuring that people take responsibility. GBVH often persists within the scope of “the ability to work under pressure” in non-physical workplaces. In addition to these physical measures, it may be necessary to introduce preventive elements in HR, disciplinary policies and procedures, review of performance management and line management practices, training and awareness raising activities, including the use of online tools and work equipment;

6. Raising gender equality awareness, making known employees' rights in possible cases of violence, hanging posters in different areas of the workplace to encourage victims or witnesses of violence not to remain silent, showing videos on screens, and announcing the commitment of the organization on this issue;

7. Adding articles on the principle of gender equality and the prevention of violence to the contracts to be signed with companies or subsidiaries in this field (in tenders, service procurement contracts, technical specifications, and concession agreements), and stating that penal clauses may be imposed on companies responsible for providing services in case of violence;

8. Adding clauses to the contracts for supply chain employees with whom the organization works reiterating the importance of gender equality and stating that sanctions will be imposed in cases of GBVH;

Listing the mechanisms in the policy document is crucial for building a calendar for executing the mechanisms, monitoring the implementation, and executing a complete and effective policy.

V. TRAINING

INTERNAL TRAINING

The policy development team is advised to receive training from people or organizations specializing in gender and related concepts, legislation, and preventive mechanisms. The team can deliver internal training later or may continue seeking help from such specialists.

In the orientation training given to the employees of the organization at the onset, the policies of the organization in this regard and the mechanisms it operates should be clearly conveyed. Informing the employees about definitions, rights, the stance of the organization on this issue and mechanisms by providing gender awareness trainings at regular intervals both empowers employees and supports them in taking the right attitude in the face of possible violence. Trainings could aim at providing information on the following subjects:

- Fundamental concepts of gender (history of and discussions on the gender concept; different gender roles, equality of opportunity, equality of outcome);
- Sexist language and discourse;
- Definition of violence, sexual harassment, sexual abuse, and other unequal and discriminatory conduct;
- Status of violence, particularly male violence against women, in Turkey;
- Legislation (please refer to the "Understanding the legal framework and obligations" section of this guide);
- Sexual harassment, violence, mobbing in the workplace (please refer to the "Definitions" section of this guide);
- What is GBVH?
- What causes GBVH, including a discussion about gender inequality and stereotypes (participants discuss and reflect on these concepts);

- The business case for private sector in tackling with GBVH;
- What are the company's policies and codes of conduct regarding GBVH? Clearly state the unacceptable behavior and the rights and responsibilities of employees, supervisors, managers, and others;
- What are grievance mechanisms and investigation procedures? What are the rights and responsibilities of employees after reporting? What is the process and time frame for investigations? What support services and safety measures are available for those who experience, witness and/or report GBVH?
- The policy, mechanisms, and practices of the organization in this regard
 - Reporting and monitoring mechanisms
 - Roles and responsibilities of the team in charge
 - Additional support mechanisms.

These topics need not be covered in one training session. By creating a modular structure, employees can complete the modules and thus develop a holistic awareness. The modular structure will make training more accessible for those who work part-time or in different locations.

In-service training should cover all employees. More at-risk groups should be given priority. Training can be planned in different modes and formats according to the nature of the work. Training a group of trainers can be an effective approach to cover the whole organization.

It should be ensured that suppliers benefit from orientation training and other in-service training before signing contracts with partners in the supply chain.

TRAINING ON THE INSTITUTIONAL POLICY

The purpose of training on the policy, as one of the headings of internal training, is to ensure that the policy and practices are understood and supported by different segments.

This training may include the following:

- The purpose of the policy, its principles, and people responsible;
- Current and future preventive actions to be taken in line with the policy;
- How the complaint mechanisms work; how to submit a complaint, and how that complaint will be processed;
- What to do if one witnesses an incident of GBVH?
- How to support the survivor- party exposed to violence/harassment;
- Principles of privacy and confidentiality, and how the employees outside the team can contribute to these efforts.

Updating the training by repeating it from time to time both reinforces the policy and provides communication of new regulations, if any.

Training for different groups may require different communication styles and may involve the use of media. For example, those with digital literacy use social media more often, while those who are not with digital literacy use local community news radio and/or community bulletin boards in grocery stores, libraries, etc.). It is important to use a variety of media to ensure the real participation of different groups.

Likewise, making project information accessible requires considering differences. Women may have lower literacy rates than men in a workplace. In this case, infographics can be used to make the information accessible. In addition, it should be noted that women with disabilities often constitute a more vulnerable and marginalized group in society. Organizations should use plain language, sign language and various other means to communicate project information.

It is recommended that the definitions be descriptive for each sector, and that the trainings should include applicable methods and examples with internal and external stakeholders in every aspect, even for employees with low literacy levels.

INTERNAL TRAINING FOR SENIOR MANAGEMENT

This workplace policy will need active administrative support to be functional and effective. It is not enough for the management to initiate and announce the corporate policy. Management should both have knowledge about the policy and consider it its duty to get the organization to adopt it, as well as take a role in the processes for the efficacy of the policy and make sure that its employees work safely. Informing both top and middle level decision makers about the current situation in the fight against gender equality and violence in general and providing training at regular intervals will increase their monitoring competencies in this field. Managers must be aware of their responsibilities as employers, including those who directly and indirectly serve the organization.

It should be known that the attitudes of the managers towards violence cases are not personal consultancy, giving advice or being involved in the event in an unofficial way, they should direct the cases to the relevant unit in line with the principle of confidentiality and in accordance with the policies and guidelines.

Gender education and awareness raising play an important role in violence prevention activities. Various international organizations, non-governmental organizations and relevant centers of universities offer these trainings. ILO Academy International Labor Organization Turkey Office launched Awareness Trainings on Workplace Violence under the title of "Zero Tolerance to Violence" on the digital education platform. The United Nations Global Compact's Turkey Office runs two programs for UN Global Compact member companies under the "Target Gender Equality" and "Diversity" headings. Sabancı University Corporate Governance Forum runs programs and provides training for municipalities and companies on violence that employees are exposed to in close relationships.

VI. GRIEVANCE MECHANISMS

Raising awareness of one's rights is not enough; the authority designated to handle complaint applications must also be trustworthy enough for the party exposed to violence to file a complaint to the relevant authorities or report the incident to the department without hesitation. Accordingly, the organization is advised to establish a grievance mechanism accessible to different groups (e.g., age, identity, ethnic background, education level, people with children, people with disabilities, etc.), dedicated to the municipal employees and the citizens it serves. The grievance mechanism should maintain confidentiality and privacy of personal information, and it should be designed according to the local context.

The mechanisms to be applied in response to the acts such as sexual harassment, sexual assault, violence etc. that may be experienced in the working environment should consider the following:

- Ensure that the policy development team creates a secondary team (comprised of members trained by experts on receiving applications for complaints) to process the applications from the party exposed to violence, ensuring that women constitute at least the majority of the said team
- Provide applicants with the opportunity to reach out to this team, the ability to make a report anonymously, the ability to make a report using different communication channels (verbal, face-to-face, written, digital etc.) and guarantee confidentiality
- Provide meetings with complainants/applicants face-to-face, in safe settings without any third parties present
- Ensure that the team effectively listens to the party exposed to violence and reports the incident in compliance with the principle of confidentiality

- If the perpetrator is an employee, the team explains to the applicant that the municipality may start disciplinary proceedings and explain to them how these proceedings will ensue
- If the perpetrator is not affiliated with the municipality, the team should briefly inform the applicant of the judicial process, note any mechanisms that may be implemented by the municipality, if applicable, and guide them on how to seek legal, psychological, and psychiatric advice from professionals.

The grievance handling team is expected:

- Not to be judgmental of the applicant, not to interrupt their speech and speak on behalf of them, and not to ask questions that are victimizing or unrelated to the incident of violence;
- To be aware of the fact that in most cases of violence, the statement is accepted as the sole evidence;
- To know about gender-related issues;
- To have the required amount of knowledge about law and psychology (at an adequate level to guide the complainant);
- To be familiar with the high risk areas and processes in the municipality and during the provision of services o, especially in the transportation industry,
- To have a command of the municipality's internal coordination and the ability to escalate an issue when needed quickly;
- To be able to escalate an issue to the relevant governmental or non-governmental organizations outside the municipality;
- Not to serve as a mediator when receiving a complaint about an act defined as criminal by the law;
- Not to decide on behalf of the applicant but to inform and guide them appropriately and effectively.¹⁹

This team and the municipality as an organization need to be sensitive to gender issues in general and create a confidential, non-defamatory, and non-accusatory impression so that people can file complaints or seek

¹⁹For detailed information, please check the attitude guidelines by the Boğaziçi University Commission to Prevent Sexual Harassment: https://citok.boun.edu.tr/sites/citok.boun.edu.tr/files/tutum_tavsiye_rehberi_1.pdf

guidance about acts of violence or similar issues. Choosing to keep silent in the face of such acts results from the lack of this impression and from fear of being exposed to more violence (if working at the same place with the perpetrator), fear of losing one's job, and not knowing where to turn to.

Not all complaints might require a formal process (not every misconduct is defined as criminal by law), but the team still needs to counsel the applicant in those situations. Ethical violations that are not a crime in the law may be within the scope of corporate policy and may include sanctioning the perpetrator or supporting the victim. This team also has to identify the effective and deficient sides of the corporate policy.

In the event that such a team is established, other employees not trying to receive applications and directing the applicant to this team in cases they witness prevents the creation of new grievances. It can be wearing out when the person exposed to violence explains himself to other people over and over, as well as time spent in the wrong way can result in new acts of violence.

For a fair and proper outcome, the team that will be handling the process should be comprised of people who do not have a conflict of interest with the perpetrator; are knowledgeable in this area, and who - if not - will undergo training to be so; and will quickly resolve the issue. Steps and timetables for the disciplinary procedures must be identified, and all incidents should be handled according to the principle of consistency. In cases where the perpetrator and the party exposed to violence are both employees, it is at the administration's disposal to dismiss the perpetrator until the judicial process ends so that the professional life of the party exposed to violence is not affected. The "injunction" obtained from a court of law by the party exposed to violence must be accepted as an official document by the employer. It is recommended to seek expert legal guidance on enforcing the disciplinary procedures in compliance with the applicable laws and regulations governing municipalities. It is essential to prevent inequalities in the sanctions imposed by considering that different employment types are subject to different relevant legislation. Reflecting in written form what the reporting mechanism and the sanctions will be to the relevant municipal documents such as ethics committee, directives, code, and human resources policies will contribute to the efficiency of these efforts. When dealing with violence prevention, it is crucial to ensure the acts of violence do not remain

unanswered. However, as a principle, mechanisms should not be reduced only to a penal mechanism but regarded as a central part of preventive activities instead.

Once the reporting mechanism becomes known and accessible by both employees and citizens, it will not only facilitate the reporting of acts that are defined as criminal by law but also enable the identification of problems in the workplace, as well as provide an opportunity to receive citizen comments and feedback on lines of transport, routes, hours, and vehicles by enabling the collection of data in that field. Rather than trying to resolve every one of the cases and applications through disciplinary or legal procedures, the most important approach to follow here is to communicate to the employees and citizens that gender-based violence is a common issue in society against which the municipality has put preventive mechanisms in place.

Evaluate the opportunities and risks of digital reporting for cases of GBVH internally.

Opportunities:

- Some users may be more comfortable reporting via digital channels.
- Digital channels potentially offer greater anonymity.
- Digital channels, instant, accessible, and central audit trail and case management system.
- Some digital tools can facilitate monitoring and reporting GBVH across borders.

Risks:

- Poor design may mean that follow-up or investigations are difficult (for example, if insufficient information has been collected).
- Fears about data privacy may deter people from using digital channels.
- Companies may be concerned about high levels. Respond adequately whether they have the demand and resources.
- Some digital tools are expensive and may require ongoing external IT and administrative support.
- Less accessible to digital tools in case of problems related to language, literacy, and access to technology.

VII. OCCUPATIONAL HEALTH AND SAFETY

While implementing a policy to prevent GBVH in the private sector, it should not be forgotten that the workplaces of the employees, other places where they go to fulfill a responsibility required by the job, and the travel they undertake to reach the place of work/temporary responsibility are within the scope. It is essential for the organization to ensure that these three workplaces (permanent workplaces, temporary locations, and home in case of working from home), as well as a worker's route to and from work, are free from violence and harassment.

Workplace safety includes not only establishing a peaceful work environment among employees, but also preventing violence that employees are exposed to, whether inside or outside of work life. In this respect, it would be beneficial for the private sector organization to position its policies and processes in a way that covers the violence and harassment they may be exposed to outside of their household and work life. It is important that OHS staff know about GBVH and be able to project the impact of their work. They should take the relevant measures in cooperation with Management.

Projects that require labor-intensive processes (e.g., mining, power transmission, hydropower) can increase the risk of GBVH. Occupational health and safety assessments should recognize that men and women are exposed to different risks based on gender-based roles and may respond differently to the same risks due to their differing biology, working and living conditions, and gender roles.

It is important for the sake of a policy's persistence and perseverance that the reports are designed in a user-friendly format and content and then shared both with the employees and the external stakeholders along with the public via communication channels. The transparency of the corporate policy will also ensure that it is open to comments and suggestions. Reporting activities other than financial reports are mostly observed in the fields of investor relations, supply chain management and sustainability. It is recommended that these reports include announcing the violence and harassment prevention policy, annual implementation results and evaluations.

The reporting process is recommended with the following steps:

- KPIs are determined for concrete monitoring. Risk analysis, which will be carried out as initially recommended, will provide some background information and KPIs can be developed accordingly. Ex: Developing a training plan to train all managers in Q2 by Q1, training all staff by Q4
- Indicators need to be defined (with reference to what/data sources i.e., grievance records, training records, copies of posters etc.)
- A reporting framework that includes an adopted format, audience, table of responsibilities and resources, etc.

VIII. REPORTING PROCEDURES, DIRECTIVES, AND IMPLEMENTATION

Reporting is a complementary act on top of the company's announcement of its policy on preventing GBVH, preparation of work instructions and implementation of the targeted activities (regulation of preventive efforts and building mechanisms that will be implemented in case of potential incidents). Reporting helps identify the effectiveness of the policy implementation, its problematic areas, and shortcomings. Furthermore, it enables the transfer of experience to other organizations. As a best practice, a monitoring commission comprised of actors independent from the team should deliver reports regularly (e.g., every six months.). Adding efforts in this area to the municipalities' activity reports will increase the level of recognition.

Monitoring GBVH is important to identify its root causes, and to identify areas of investment such as education, awareness, and prevention. Gender-disaggregation of data should be ensured in order to monitor gender-specific trends in the world of work and identify issues that reinforce GBVH.

In cases of applications of violence, the reports that the relevant team will keep not revealing their personal information should include data such as the subject of the complaint, the context, what kind of mechanism was used afterwards, and problem areas. The data thus collected is useful for reviewing and activating policies and guidelines. For example, if complaints are common in a service line at certain times, security problems are reported in certain parts of the work area, or if complaints are repeated about the same employee, concrete solutions focusing on these problem areas can be produced. These solutions can be resolved in coordination with other units of the organization, as well as taking preventive measures for other departments or places.

IX. INTERACTION AND COOPERATION WITH EXTERNAL STAKEHOLDERS

It is a nurturing and reinforcing factor for the implementation of the policy by the private sector organizations to announce the corporate policy to the employees of the organization as well as outside the organization. The supply chain and customer groups should be considered primarily among the external groups. Sharing the policy with external stakeholders (especially the supply chain) and requiring them to comply with the company's own code of conduct will set an example for both other companies and supply chain companies.

Effective use of communication channels (bulletin boards, posters, banners, brochures explaining the policy (online and in print), videos on in-car screens) can be considered for customers and other stakeholders to be contacted. While the surveys that will be carried out with customers from time to time may reflect the views on this subject and the areas of change (if any), they can also be used as inputs to the policy.

The fact that companies share these policies and studies at the private sector meetings they attend and at various global and national events helps the subject to be intertwined with other traditional business issues. The gender equality-oriented platforms that the organization is a member of and its role in these platforms, and the statements of the spokespersons for gender equality and the empowerment of women in the economic field will also convey important messages. It is important to share the policy, activities, and application address from time to time through corporate social media accounts. Local, national, international printed and digital media can be contacted, and promotional and informative materials can be created. These briefings and announcements not only increase the awareness about that organization's work, but also support the fight for the prevention of violence in general.

- Are the mechanisms planned for the prevention of violence realized? (Details can be added)
- Was an internal mechanism deployed in the event of a violent incident? Were information and guidance provided?
- Is it ensured that the employees of the organization making the application/complaint are treated equally by considering that they hold different employment positions (civil servants, contracted employees, etc.)?
- If the employee of the organization is a perpetrator, is it ensured that they are treated equally by considering their different employment positions?
- Was there any collaboration on the workplace policy with the affiliates?
- Were the workplace policy and activities disclosed to the public and external stakeholders?
- Was there a monitoring/reporting stage for the workplace policy?

X. SUSTAINABILITY AND SELF-ASSESSMENT

One of the most important elements of an effective corporate policy is its sustainability. In other words, a corporate policy should be transferable to the next team even if the executive team changes, and its principles and experiences should be transferable. For this, the team structure, especially the management support, should be designed with a corporate perspective. The team that will develop and implement the policy will increase its experience and knowledge over time. Maintaining the organizational status of the team is also necessary for the continuation of the work. A competent and proactive team that constantly follows developments in its field and regularly updates its information, and with a budget allocated for them, carrying out long-term and systematic studies both within the organization itself, in the presence of suppliers (including subcontractors and subcontractors) and customers is the primary priority of the executive.

In this guide, suggestions are made to create corporate policy by drawing attention to the organizational role of companies as both employers and service providers in preventing gender-based violence. It has been suggested to determine the team that will carry out the organizational policy and, after receiving their own training, first create a policy document, determine an action plan and working directive for this, implement the mechanisms it has designed, and ultimately monitor and evaluate its policy. Reporting on how the policy is implemented includes evaluating the action plan issued and the mechanisms established.

- Organizations can create a "checklist" that evaluates organization policies to add to their reports. This list may include the following questions:
 - Has the organization policy been put into writing?
 - Did senior management formally and openly support the policy?
 - Have the policy's principles been agreed upon and added to the policy?
 - Is an activity calendar created?
 - Is an activity calendar followed? (Training sessions, meetings, etc. - all can be listed one by one)

REFERENCES

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Women's Safety in the Workplace Helping Business Prevent Sexual Harassment Toolkit Guide https://www.bsr.org/reports/BSR_Womens_Safety_in_the_Workplace.pdf

How to Support Your Company to Write and Implement a Workplace Policy for Prevention of Sexual Harassment (ifc.org)

Code of Conduct: How to Support Your Company to Write and Implement an Employee Code of Conduct for Prevention of Sexual Exploitation and Abuse (ifc.org)

APPENDICES



Appendix 1: The Policy Statement



[Name of Company] is committed to providing a safe environment for all its employees, free from discrimination on any ground and harassment at work, including sexual harassment. [Name of Company] will operate a zero-tolerance policy for any form of sexual harassment in the workplace, treat all incidents seriously and promptly investigate all allegations of sexual harassment. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment.

All complaints of sexual harassment will be taken seriously and treated with respect and confidence. No one will be victimized for making such a complaint.

For more details:

https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilosuva/documents/policy/wcms_407364.pdf



Appendix 2: Template for company GBVH policy*

Section	Content to include
Purpose	<p>State the definition of GBVH the company is using, as well as any other specific, related terms, such as sexual harassment.</p> <p>List those to whom the policy applies (including stating explicitly that it covers all workers, regardless of their contractual status, including employees, temporary contractors, interns, volunteers and candidates).</p> <p>Cite any other relevant policies and procedures linked to the policy (for example, procurement, whistleblowing, health and safety, or equal opportunities).</p>
Commitment	<p>State that GBVH is not acceptable and is not tolerated by the company, including a statement of company commitment to GBVH prevention and response. Explain how this links to the company's mission statement, values and principles.</p> <p>Explain what the company aims to achieve in terms of company culture to prevent GBVH, to encourage reporting and to support survivors, witnesses and whistleblowers.</p>
Legislation	<p>List any relevant international and national legislation and standards that the company will follow.</p> <p>State company and individual responsibilities under relevant legislation.</p>
Behaviour	<p>Provide a list of:</p> <ul style="list-style-type: none"> • behaviours that are expected of workers to prevent and respond to GBVH (for example, to report GBVH, to treat all people with respect, to participate in GBVH training, to read company policies on GBVH, to respect confidentiality, etc.) • GBVH behaviours that are illegal under national law • GBVH behaviours that are not permitted by the company, even if they are not a crime (including physical, verbal, non-verbal and sexual behaviour, false accusations of GBVH). <p>Outline the settings to which the lists of behaviour apply, with a list of specific examples, such as the workplace, travelling to and from work, employer-provided accommodation, communications, work-related social events, training and travel.</p> <p>Provide examples of behaviour that constitute GBVH and are relevant to workers, the wider supply chain, community members and service users, as appropriate. Note that these examples are not exhaustive.</p> <p>State the company's position on prostitution.</p> <p>State that sex with children under the age of 18 is not tolerated.</p>
Sanctions	<p>Describe the sanctions in place for those who perpetrate GBVH and violate the policy.</p> <p>Draw clear links to company disciplinary procedures and signpost relevant documents.</p>
Training	<p>Outline the GBVH training provided by the company, including that for all workers and that included in induction.</p> <p>State the mandatory requirement for all workers to participate.</p> <p>Outline enhanced training for those with specific roles in GBVH prevention and response.</p>
Reporting	<p>State the company's commitment to encouraging, enabling and supporting the reporting of GBVH.</p> <p>Outline company grievance mechanisms and reporting channels, including the responsibilities of specific staff.</p> <p>Outline company response procedures, including investigation procedures, with reference to other relevant company policies, as needed, including the responsibilities of specific staff.</p> <p>State the company's commitment to maintain confidentiality, with examples of what that means in practice. Make links to company disciplinary procedures for those who break confidentiality rules.</p> <p>Outline how data will be captured and managed.</p> <p>State the company's position on dealing with false accusations of GBVH, with links to disciplinary procedures.</p>
Support	<p>List support services available to survivors, including links to service providers, trade unions, health services, women's right's organisations, NGOs and government agencies.</p> <p>Outline potential safety measures available to those who experience or report GBVH and/or who participate in an investigation, including measures to protect against reprisal.</p>
Signature	<p>Leave space for workers to sign the policy and state that they have understood its content.</p> <p>Reference the process for workers to request further clarification on the policy, if required.</p>

* Addressing Gender-Based Violence and Harassment ,Emerging Good Practice for the Private Sector, 2020, prepared by Social Development Direct, Page 87

Appendix 3: Sample Risk Analysis

- A. study conducted by Dissensus enabled the identification of risks in the field of sexual harassment, sexual mobbing and sexual assault in the performing arts. A survey study investigating how common acts such as sexual harassment, sexual mobbing, and sexual assault are among those working in the performing arts over the internet between 12 and 27 May 2021, how it works, and what can or can be done to prevent such behavior has guided efforts to create a safe work environment free from harassment. The report is available online.²⁰
- B. Approach to in-depth assessment of risks of gender-based violence and harassment²¹

The information below guides companies and investors in conducting an in-depth assessment of the risks of gender-based violence and harassment, if necessary. Although job descriptions need to be tailored to a particular context, investment, project or operation, this guide can be used to give an idea of how to approach such an assessment. It can be used as a starting point to cover the basic assessments of GBVH risks and company capacity, as well as the subsequent in-depth assessment of GBVH risks.

²⁰ <https://dissensusresearch.com/gosteri-sanatlarinda-cinsel-taciz-cinsel-icerikli-mobbing-ve-cinsel-saldiriarastirmasi/>

²¹ Addressing Gender-Based Violence and Harassment Emerging Good Practice for the Private Sector

The following information is to guide companies and investors when commissioning an in-depth assessment of GBVH risks, should it be deemed necessary. Although the terms of reference will need to be tailored to the specific context, investment, project or operation, this guidance can be used to prompt thinking on how to approach such an assessment. Basic assessments of GBVH risks and company capacity and resources (as described in Sections 4.1 and 4.2) can also be used as a starting point to determine the scope of a subsequent in-depth assessment of GBVH risks.

A4.1/Purpose and timeframe

In-depth assessments of GBVH risks provide an opportunity to better understand context-specific risk factors and to tap into local knowledge and information on support services. In-depth assessments of GBVH risks can enable investors and companies to learn more about company capacity, systems and resources to prevent and respond to GBVH.

Such assessments will need to be tailored to specific investments, projects or operations. Sufficient time will need to be allocated, so that they can be undertaken in a safe, appropriate and thorough way. The timeframe will vary depending on:

- the size, scale and complexity of the investment, project or operation, including the number and location of worksites
- the size and composition of the workforce and whether there are interactions with community members and service users
- the nature of the country's GBVH risks.

A4.2/Skills

Specialists conducting an in-depth assessment of GBVH risks will need to have:

- knowledge of the root causes of GBVH and the forms it can take
- experience of assessing, designing and/or implementing approaches to prevent GBVH
- experience of assessing, designing and/or implementing grievance mechanisms for workers, community members and/or service users.

If a GBVH expert is not available locally, it may be necessary to identify a regional or international GBVH expert to conduct an in-depth assessment of GBVH risks. Though GBVH experts should ideally have experience of the country context, it is not essential, especially if they are working with someone who has knowledge of the local social, political and legal context.

For large-scale investments, projects or operations that face a range of GBVH risks, it can be beneficial to hire an international or regional GBVH expert to work alongside someone from a local organisation. This facilitates a joint approach to the in-depth assessment of GBVH risks and can include an element of mutual learning in the form of upskilling and ongoing mentorship for the local organisation and significant local assistance and insight for the international or regional expert.

A4.3/Approach and methodology

Once commissioned, the GBVH expert will need to:

- Develop a tailored methodology for the in-depth assessment.
- Set out clear procedures to follow if an incident of GBVH is identified during the in-depth assessment. This is particularly important, as a company may not yet have appropriate grievance mechanisms and response procedures in place.

The in-depth assessment methodology should ideally involve a desk review of existing information and on-the-ground data gathering.

A4.4/Outputs

The outputs of an in-depth assessment of GBVH risks could include:

- an explanation of GBVH risks for the investment, project or operation
- a description of company capacity and resources to prevent and respond to GBVH, with an explanation of capacity gaps and weaknesses
- a detailed set of GBVH prevention measures
- a detailed set of actions to encourage and ensure that reports are responded to safely and appropriately
- a set of KPIs against which risks and the effectiveness of prevention and response measures can be tracked.

Appendix 4: Examples of GBVH-related KPIs*

KPI	Measure	Source of data
Reporting		
Number of reports of GBVH received through company grievance mechanisms	Number	Reporting records
Percentage of reports of GBVH investigated in the past year	%	Reporting records
Leadership		
Percentage of workers who think the company is committed to addressing GBVH	%	Staff survey
Percentage of workers who think senior management demonstrates commitment to addressing GBVH	%	Staff survey
Percentage of community members/service users who think the company is committed to addressing GBVH	%	Community/service-user survey
Budget allocated to GBVH assessment, prevention, response and monitoring efforts	Number	Company accounts
Budget allocated to local GBVH support services	Number	Company accounts
Accessibility		
Policies, procedures, training and awareness-raising materials translated into relevant languages and in accessible formats	Qualitative	Company policies, procedures, training and awareness-raising materials
Policies and procedures		
Percentage of workers who know where to find company policies and procedures on GBVH	%	Staff survey
Percentage of workers who have signed the company codes of conduct	%	HR records
Percentage of workers who say they understand the company's policies and procedures on GBVH	%	Staff survey
Feedback from workers on whether they understand and agree with what is included in company codes of conduct	Qualitative	Staff survey
Percentage of community members/service users who know that company workers are meant to follow a code of conduct	%	Community/service-user survey
Feedback from community members/service users on whether they understand and agree with what is included in the company code of conduct	Qualitative	Community/service-user survey
Training and awareness		
Percentage of workers who have attended GBVH training	%	Training records
Number of workers who have received enhanced GBVH training for specific roles (for example, responding to reports)	Number	Training records
Percentage of workers who say they understood the information provided in company GBVH training	%	Training feedback forms
Percentage of workers who say they found company GBVH training helpful	%	Training feedback forms
Feedback from workers which shows improved knowledge on GBVH as a result of the training	Qualitative	Training feedback forms
Feedback from workers on the accessibility, relevance and usefulness of company GBVH training	Qualitative	Staff survey
Number of community members/service users reached through company GBVH-related awareness raising activities	Number	Community/service-user engagement records
Feedback from community members/service users on the accessibility, relevance and usefulness of company GBVH-related awareness raising activities	Qualitative	Community/service-user survey
Safety		
Percentage of workers who feel safe at work	%	Staff survey
Percentage of workers who feel safe travelling to and from work	%	Staff survey
Percentage of workers who think GBVH risks at work have decreased	%	Staff survey
Percentage of community members/service users who feel safe when interacting with the company	%	Community/service-user survey
Percentage of community members who feel less safe since investment activities/company operations started	%	Community survey

* Addressing Gender-Based Violence and Harassment ,Emerging Good Practice for the Private Sector, 2020, prepared by Social Development Direct,

