

Addressing Gender-Based Violence and Harassment

Emerging Good Practice
for the private sector



Investment works



European Bank
for Reconstruction and Development



IFC | International
Finance Corporation
WORLD BANK GROUP

Creating Markets, Creating Opportunities



WELCOME!

Dear Colleagues,

As you join, please use your phone or other device to:

- **Go to** www.menti.com
- **Use the code:**
- Start putting your answers to the question
- Please use single words or short phrases

Your responses are anonymous

Agenda

- **Introduction:** why GBVH and why now?
- **Presentation of the GBVH-GPN products**
- Introduction to the **case studies**
- **Case study 1** –Tbilis Transport Company
- **Case study 2** – Ecom Express Logistics Company in India
- **Case study 3** – GBVH assessments: examples from private sector
- **Q&A** via chat box

Introduction

Why GBVH and why now?

Speakers

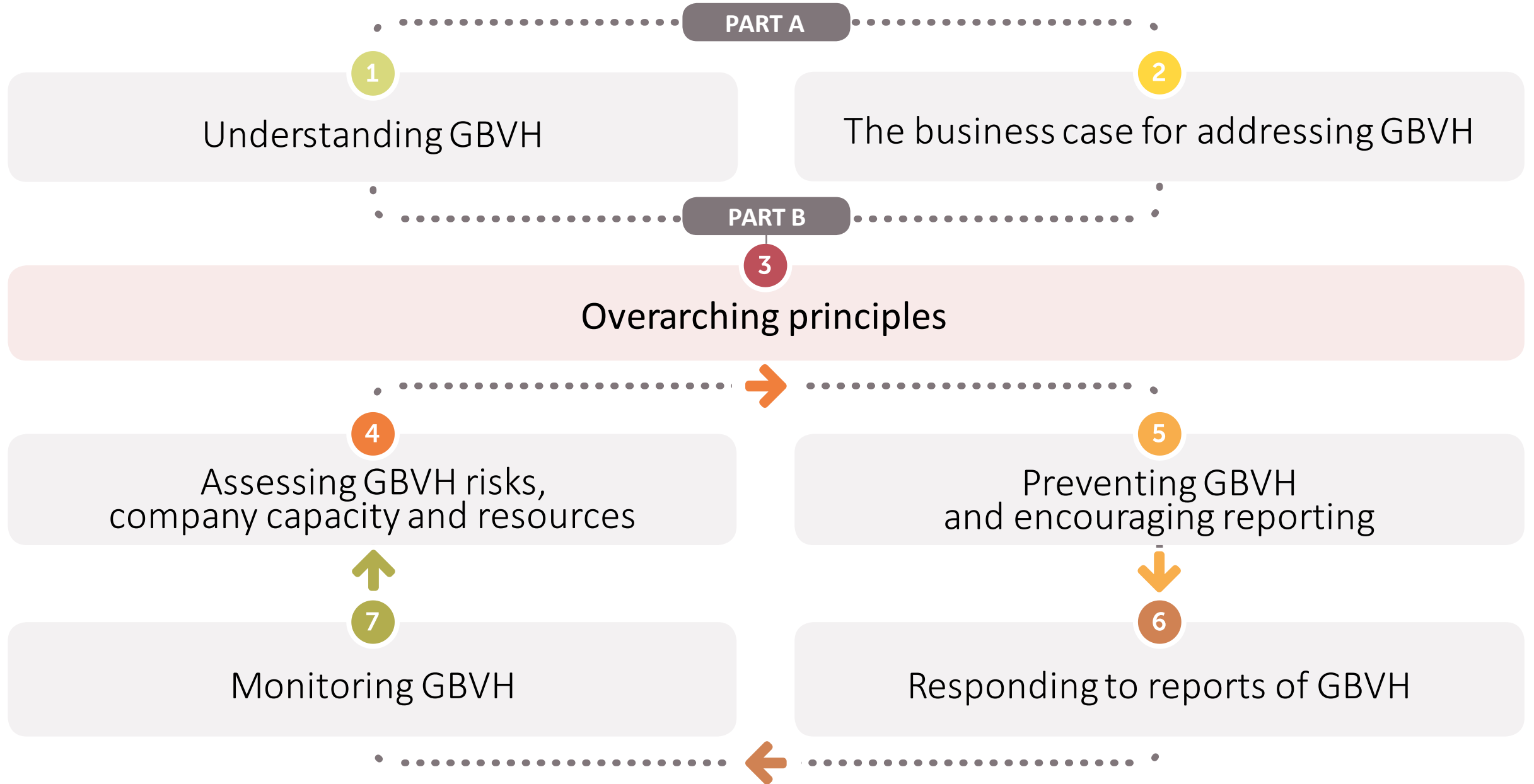
- **Andrea Cullinan, IFC**
- **Sarah Ruck, EBRD**
- **Nomsa Fulbrook-Kagwe, CDC**

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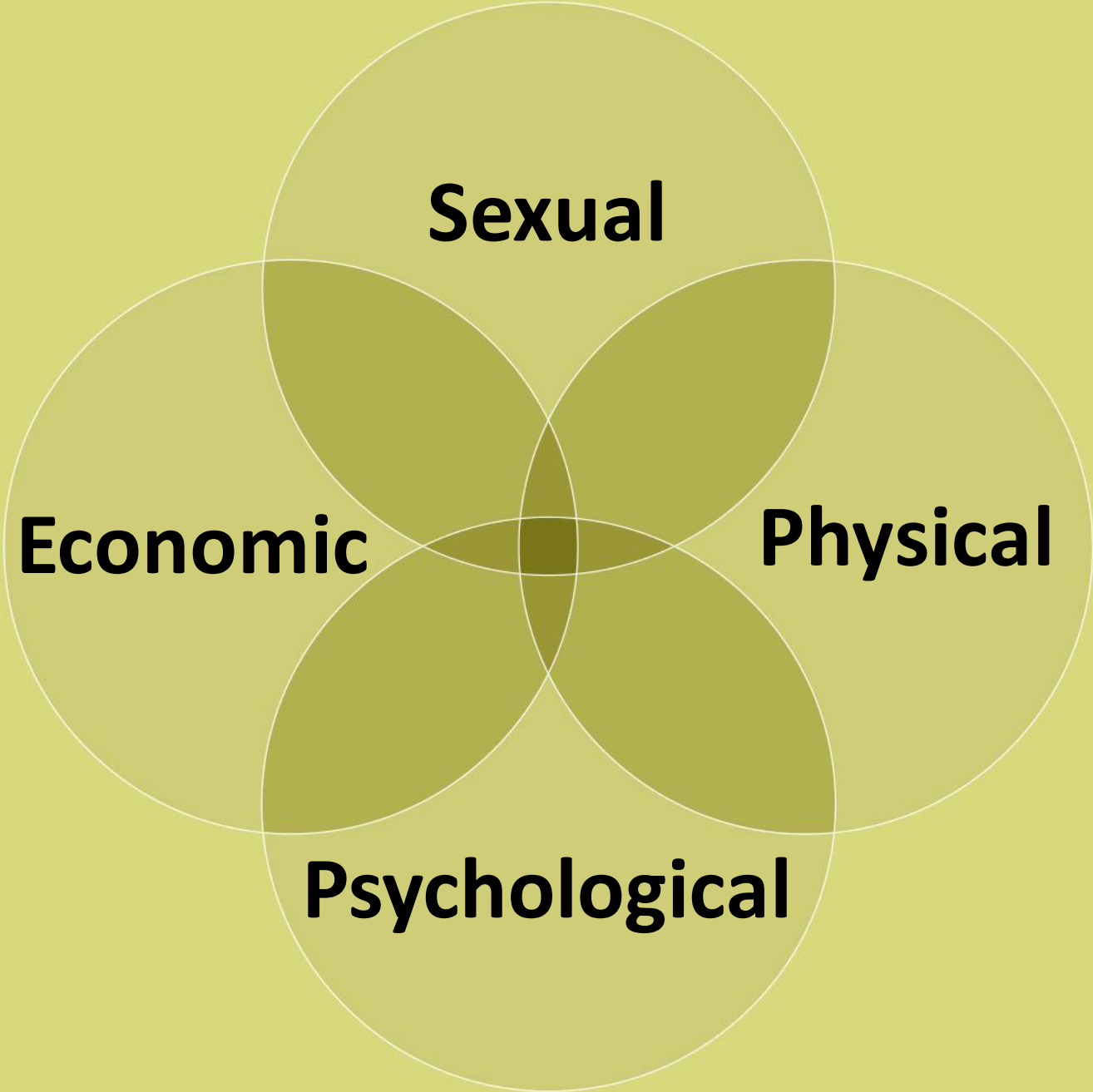
The main guidance



Annexes: practical tools

- 1: Indicators of GBVH risk
- 2: A **phased approach** to prevention and response
- 3: **Questions** to assess company capacity and resources
- 4: Approach for an **in-depth assessment** of GBVH risks
- 5: Integrating GBVH into **ESDD and ESIA**s
- 6: Template for a company **GBVH policy**
- 7: GBVH **grievance mechanisms and investigation procedures**
- 8: KPI examples
- 9: International and regional **conventions and commitments** on GBVH

Forms of GBVH



**Where
GBVH
can
occur**

Among workers
in a company and
its supply chain

Between
workers and
community
members

Within
workers'
families and
intimate
relationships

Between
workers and
services users

By local
authorities
against workers,
community
members or
service users

Among users
of company
services or
infrastructure

Business case for addressing GBVH: impact on individual wellbeing



Physical health

Acute injuries, pain, bruising, scarring



Mental health

Depression, anxiety, trauma, suicide



Sexual and reproductive health

Sexually transmitted infections,
unwanted pregnancies



Financial wellbeing

Reduced income, lack of control
of income and resources

Business case for addressing GBVH: impact on investors and businesses

- Productivity and health and safety
- Access to skills and talent and worker retention
- Litigation, compensation claims and reputation

Overarching principles

- Survivor-centered and safe
- Context-specific and integrated
- Inclusive and non-discriminatory
- Collaborative and well-informed

Preventing GBVH and encouraging reporting



Leadership and
company culture



Policies and
codes of conduct



Grievance mechanisms and
investigation procedure



Recruitment and performance
assessment



Training and
awareness raising



Working with contractors
and suppliers



Physical
design

The guidance papers

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Addressing Gender-Based Violence and Harassment (GBVH) in the Manufacturing Sector



Why is addressing GBVH important to the manufacturing sector?

The manufacturing sector is a key source of economic growth in many countries, providing jobs and opportunities to many workers. Addressing GBVH is important for creating a safe, respectful and competitive work environment.

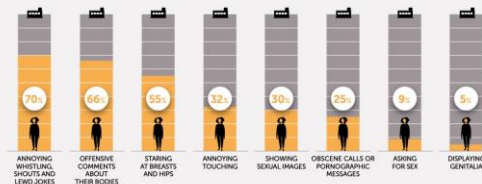
Surveys show that manufacturing workers are at increased risk of various forms of GBVH. Verbal abuse and physical violence – frequently targeted at lower-paid female workers – are often used by supervisors and managers as ineffective attempts to improve productivity. Sexual harassment, exploitation and abuse are also widespread in the sector. In India and Bangladesh, the Fair Wear Foundation reports that at least 60 per cent of garment factory workers experience harassment at work, although this figure is likely to be underreported because of fear of retaliation.

Temporary, informal and migrant workers are at increased risk of GBVH due to discrimination, job insecurity and lack of support networks. For example, Syrian refugees working in the Turkish garment industry face a higher risk of exploitation and sexual harassment because of precarious employment conditions.

There are also GBVH risks related to recruitment and hiring practices of contract workers. For example, migrant workers in the Jordanian garment sector are vulnerable to additional risks of economic and sexual exploitation from labour intermediaries/recruitment agencies. Home-based workers who carry out piecework can also experience GBVH from supervisors or agents who contract work to them.

Manufacturing workers can also experience violence from their partners, particularly where there are strong gender stereotypes about men being the main breadwinners and women staying at home. In Bangladesh, a study found that female garment workers experienced higher levels of violence from their partners than other women, including physical (34 per cent), sexual (43 per cent) and economic (35 per cent) violence. Female garment workers are better paid and more mobile than women in most other sectors in Bangladesh, which can exacerbate some men's fear of losing power and control over their family.

IN GUANGZHOU, CHINA, A SURVEY FOUND 70 PER CENT OF FEMALE FACTORY WORKERS HAD BEEN SEXUALLY HARASSED AT WORK. PERCENTAGE OF WOMEN WHO HAVE EXPERIENCED DIFFERENT FORMS OF SEXUAL HARASSMENT:



15 PER CENT OF WOMEN QUIT THEIR JOB BECAUSE OF SEXUAL HARASSMENT

Source: Suffolk Women Workers Centre (2012), survey of 134 women garment workers

ADDRESSING GENDER-BASED VIOLENCE AND HARASSMENT IN THE MANUFACTURING SECTOR

Addressing Gender-Based Violence and Harassment (GBVH) in the Public Transport Sector



Why is addressing GBVH important to the transport sector?

Service users / passengers

Public transport systems are an important gateway to access essential opportunities. Investments in safe and well-designed transport infrastructure can increase economic empowerment by improving mobility and access to better-paid work, education and healthcare.

However, the perceived and actual risk of violence and harassment can reduce women and girls' freedom of movement and equal access to markets and services. Surveys show that passengers often experience threatening and unwelcome behaviour while using public transport.



Crowded public transport systems can increase GBVH risks through factors such as close proximity between service users, transient environments, and anonymity to commit acts of GBVH.

Research on São Paulo's metro system found that sexual violence is concentrated at the busiest central stations, during rush hours, and at stations that also attract other forms of violence and public disorder.

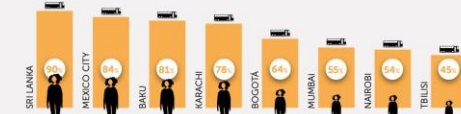
The online safety map 'Free to Be' identified transport hubs, trains and bus stations as prime locations for harassment. In five cities (Delhi, Kampala, Lima, Madrid and Sydney), young women and girls can use geotagging to drop a 'good' pin on locations where they feel safe and a 'bad' pin where they feel unsafe.

Transport workers

Women transport workers often experience high levels of violence and harassment by colleagues and supervisors as well as the public, partly because transport is a male-dominated sector, the work involves regular contact with the public, and workplaces are often mobile and isolated.



Women's experiences of sexual harassment on public transport



Note: Caution should be exercised in making comparisons between cities, due to slightly different survey dates/methodologies

Sources: Sri Lanka, Baku, Mexico City and Tulisi: Women's Rights; Bogota, Nariboi, Mumbai: UN Women

ADDRESSING GENDER-BASED VIOLENCE AND HARASSMENT IN THE PUBLIC TRANSPORT SECTOR

Addressing Gender-Based Violence and Harassment (GBVH) in the Construction Sector



Why is addressing GBVH important in construction?

Construction, particularly of major infrastructure projects, can be a high-risk environment for GBVH affecting community members, workers and service users.

GBVH risks can intensify within local communities when there are large influxes of male workers from outside the area. Such workers often come without their families and have large disposable incomes relative to the local community, and can pose a risk in terms of sexual harassment, violence and exploitative transactional relationships. These risks are higher where workers come into close contact with the local community, for example on access routes or when living together in remote areas.

During the construction phase, workers are also vulnerable to various forms of harassment, exploitation and abuse, aggravated by traditionally-male working environments. For example, research with female construction workers in Sylhet, Bangladesh, found that sexual harassment and exploitation were common features of workplace life. This GBVH was committed mostly by coworkers or construction supervisors and was largely due to gendered stereotypes about the sexual availability of female construction workers.

Land acquisition that occurs during the construction phase also increases the risks of GBVH. Individuals who make decisions about resettlement and compensation can abuse this power to sexually exploit vulnerable

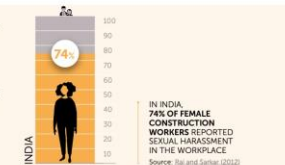
community members, such as those in female-headed households. This risk is exacerbated in places where women cannot legally hold land titles and are therefore more easily removed from their land.

What are the benefits of addressing GBVH?

Addressing GBVH in the construction phase can have the following benefits:

- Improves workers' physical and emotional wellbeing and strengthens occupational health and safety (OHS). For example, in the Philippines, sexual harassment and HIV/AIDS are recognised as OHS issues by employers and are included in OHS training by the National Union of Building and Construction Workers.
- Avoids reputational damage, financial risks and legal liabilities for companies, investors and construction contractors. For example, in 2015, the World Bank cancelled funding to the Uganda Transport Sector Development Project after serious allegations of sexual misconduct and abuse by contractors.
- Builds relationships and social license to operate in communities. This can result from regular dialogue to understand and track project GBVH risks as well as the effective use of measures to prevent and respond to GBVH.
- Broadens the pool of potential workers that companies can draw upon, including women workers from nearby communities, because of lower perceived risk of GBVH.

India – Research in Bhalai, India found that one in three construction workers were women and they regularly experienced sexual harassment and exploitation from supervisors, contractors and site owners. Women who were heads of their household and had children were particularly at risk of sexual and economic exploitation. In India, stereotypes that women working in the sector are 'sexually available' and 'impure' can be reinforced by class and caste discrimination. As a result, women workers often face sexual harassment and innuendo, which can in turn provoke jealousy and violence from their male partners at home.



ADDRESSING GENDER-BASED VIOLENCE AND HARASSMENT IN THE CONSTRUCTION SECTOR

The case studies



01

Case study 1 –
Tbilisi Bus Company
Tamar
Machavariani

02

Case study 2 –
EconExpress
Logistics Company
in India, Anish
Monga

03

Case study 3 –
GBVH assessments:
examples from
private sector, Dean
Laplonge



Tbilisi Transport Company

September 2020

About Us

Tbilisi Transport Company has been operating since 1966 Year

Company Operates :

- ✓ Municipal Buses
 - ✓ Tbilisi Metro
 - ✓ Cable Cars - Rike-Narikala; Turtle Lake
 - ✓ Tbilisi Parking System – 28 870 Parking Places
-
- Tbilisi City Hall - 100% of Ownership
 - One of the Largest Company in the Labor market



Tbilisi Transport Company is One of the Largest Company in the Labor market

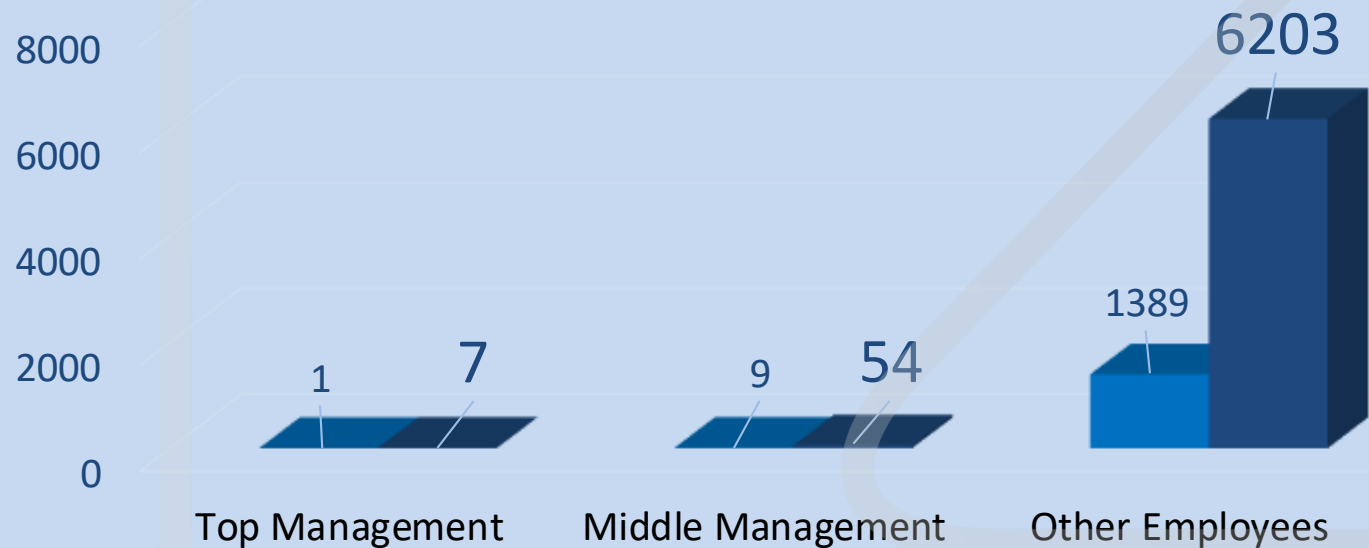
6'264 people are employed in the Company, who work to ensure high quality transport service for the residents of Tbilisi and city guests, and to provide safe and comfortable travelling throughout the City.

Internal Factors

Women- 1399

Men - 4865

Total 6254 Employees



European Bank For Reconstruction and Development (EBRD)

- ✓ Purchasing of 143 new Blue Buses in 2016
- ✓ Equal Opportunities in Project Implementation Agreement
- ✓ AETS (France) and OQ Consulting (Netherlands) Consortium was Awarded to Develop and Promote Equal Opportunity Policy in TTC
- ✓ Gender Advisory Project - funded by the Government of Japan, through the Japan-EBRD Cooperation Fund (JECF)



Gender Advisory Program in TTC

The Equal Opportunities project of TTC started around March 2017

- ✓ First steps taken:
Gender Audit and Action Plan
- The **7 Women's Empowerment Principles of UN-Women** was applied as a guideline for the formulation of an action plan tailored to the situation of the company



The 16-Day Campaign Against Violence

- The 16-day “Orange Ribbon Campaign” initiated by Tbilisi City Hall has been conducted against violence
- TTC participated in the Campaign.
- The campaign enhanced the corporate image and reputation of TTC
- Bus drivers, Conductors and Controllers wearing an orange ribbon and explaining the campaign to the passengers



Sexual Harassment Prevention Policy

- Cooperation and Support of UN Women in preparing of Sexual Harassment Policy
- Training How to avoid sexual harassment and violence
- Internal complaints mechanism



Sexual Harassment Prevention Policy

- Sexual Harassment Prevention
- Reduce facts of Sexual Harassment and violence
- Strengthen fight against Sexual Harassment and violence
- Create Free environment of Sexual Harassment and violence



What have We Done?

- ✓ TTC became as a Gender Proof Company

“TTC is committed to create a diverse atmosphere, where every employee - regardless of age, gender, ethnical or religious belonging - is given equal opportunities to fully realize and develop her or his own potential”

- ✓ TTC has approved policies on Sexual Harassment and Equal Opportunities;
- ✓ TTC is recognised as the **first company** in the world to engage in WEPs in the Transport Services Sector.



Future Activities that will be Carried out as a part of EBRD New Project

- ✓ New Agreement between EBRD and Georgia was signed on 29 April 2020
- Financing of the acquisition of 40 modern metro cars as well as the modernisation of a depot and a tunnel
- Promoting of gender equality and improve health and safety standards





Thank You For Your Attention

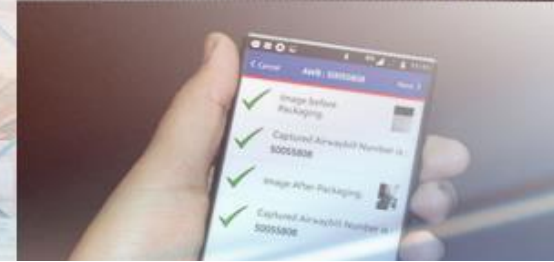
Sincerely,
Tamar Machavariani
TTC Donor Coordination Manager



თბილისის სატრანსპორტო კომპანია
TBILISI TRANSPORT COMPANY

Ecom Express

Fulfilling e-commerce and beyond...



Gender Based Violence & Harassment





We have unparalleled distribution network with the highest PIN code coverage amongst private players



T.A. Krishnan (CEO, Director & Co-founder)

Spearheads the company's strategic vision, operations and business development



K. Satyanarayana (Director & Co-founder)

Contributes to the company's strategic development and has experience in finance, legal, HR and administration domains



Manju Dhawan (Co-founder)

Leads conceptualisation and development of client-centric services and business development initiatives



Late. Sanjeev Saxena (Co-founder)

Provides strategic & operational direction to the company and has experience in operations, network and technology domains

1200+ Crores

Revenue (6th year)

~2,600+

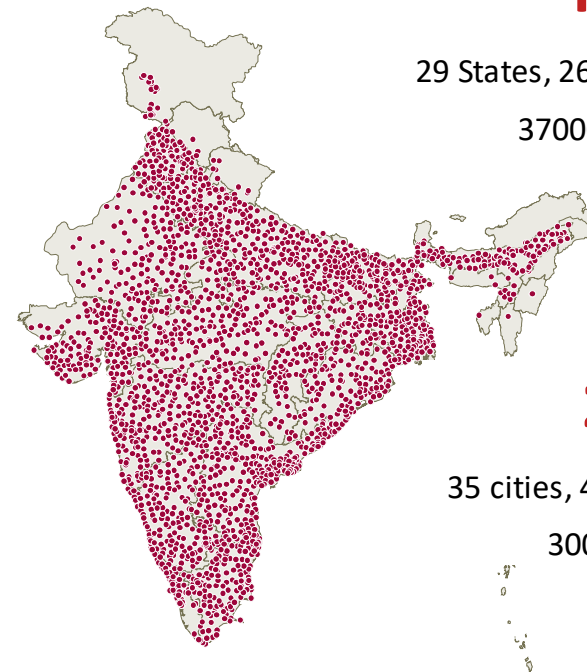
Branches

25,600+

PIN codes covered

92%+

India's population



Today

29 States, 2600+ Delivery Centers

37000+ employees



2013

35 cities, 42 Delivery Centers,

300 employees



Women making a mark in Male-dominated Logistics sector



Women around the world are disproportionately impacted by gender-based violence in the workplace. Adding to this **Logistics industry is even perceived as male-dominated & un-welcoming for females.**

What are the major challenges?

- Preference for male recruits because of locations, work environment, type of work resulting in maximum % of male employees
- Reluctance to seriously consider female candidates
- Entrenched masculinities
- **Disproportionate number of females in respect to males may result in Harassment, bullying and violence**
- Incompatibility of work and family life , Poor Retention of Women



Women making a mark in Male-dominated Logistics sector

Ecom Express is on the journey to remove barriers!
Making workplace more inclusive!



Defining what's not acceptable.

“Securing phone number for female employees in a warehouse setup is always a challenge. What if Male supervisor wants to know if she is coming to office or not and he is asking for her phone number on a daily basis may resulting in discomfort for a female employee.”

Solution - Female Representative (HR/Security Guard) is introduced or made as a SPOC for Supervisors answering all queries related to attendance etc. of female employees working at that location

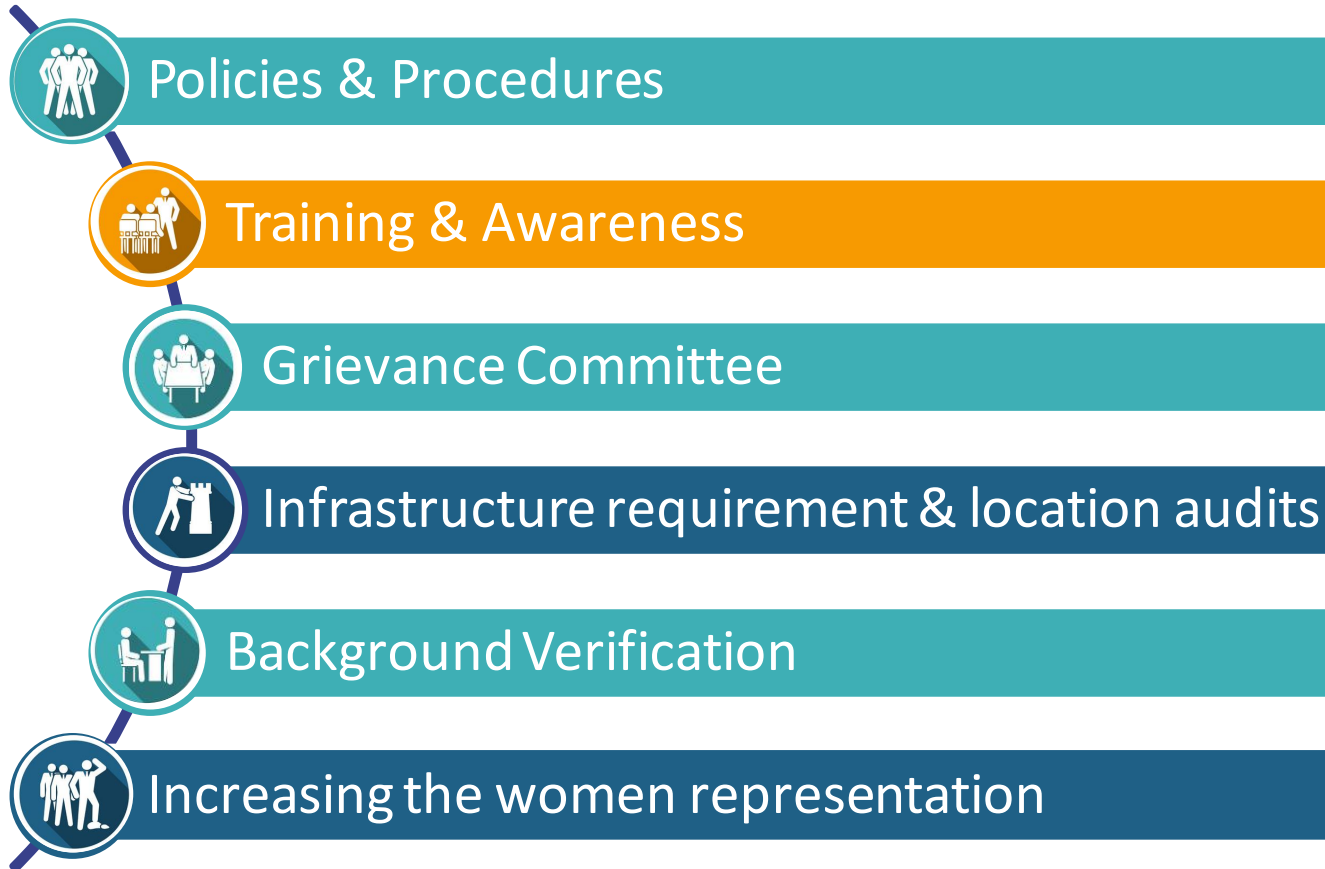
Providing proper work environment to operate.

“Visiting one of the 2700 location in Tier 4 area was an eye-opener to introduce proper & separate washroom facility, resulted in introducing this as a part of checklist while selecting a new location”

Measures Taken by Ecom Express



Intent Driven rather than Incident driven



Safety first!



Increasing **diversity** in logistics only after **safeguarding** the locations & processes

Measures Taken by Ecom Express



Intent Driven rather than Incident driven



Policies & Procedures

- Equal Employment Opportunity
- Code of Conduct
- POSH Policy

Periodic training around harassment & Code of Conduct which include

“ How to report incidents?” ,
“What is Harassment?”
“How to behave” etc.

Training & Awareness



Prevention of Sexual Harassment Committee

SPEAKOUT@ECOMEXPRESS.IN

- Provides a single window access to every woman to facilitate registration of complaint related to sexual harassment.
- Confidential grievance reporting & support system
- Option to report anonymously



Intent Driven rather than Incident driven



Infrastructure Requirement & location audits

- Cameras & Female security guard presence at all locations with female employees
- Additional female HR to guide & help female employees
- Ensuring no dark spots within or outside the facility
- Transportation facility for female employee
- Audits of locations basis safety checklist which includes separate washroom, rest areas etc.

Background Verification

Background verification and reference checks of all employees to ensure there is no criminal records



Increasing the women representation

- Gender neutral job descriptions & policies
- Special program to increase female representations- Career Reignite (Career returner program)
- Special tie ups with Diversity vendors

Driving **STRENGTH** from our **DIFFERENCES!**
A Safe Workplace is Every **Women's Right!**



GBVH Experience in Private Sector



- Research – academic / inform programming
- Program development
- Training & communications
- Strategy & systems



- Myanmar
- Papua New Guinea
- Jordan
- Turkey



- Mining
- Garment industry
- Agribusiness

factive

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dean@factiveconsulting.com



International
Labour
Organization



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UN
WOMEN



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



Government
of Canada

Gouvernement
du Canada

Canada



MIGA | Multilateral Investment
Guarantee Agency
WORLD BANK GROUP



Australian Government



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for Reconstruction and Development



care

Challenging power

“

We know our people better than anybody else. We'd know if there were any incidents of this kind.

”



In Myanmar, facilitated employee-centric sessions on ‘how do we (want to) understand sexual harassment’?



In a garment factory in Jordan, a review of how managers had handled recent allegations.



In a shipping yard in PNG, female staff trained to run participatory women’s safety audits.

Challenging incidents

“

There was a report of a rape...

”



In Canada, facilitated session to help build partnerships between mining companies and NGOs.



In garment factories in Jordan, updating manager training to include discussion on the ‘continuum of violence’.



Increased emphasis in training on bystander or witness intervention at early stage.

Challenging invisibilities

“

We don't have those kinds of issues or people here...

”



In an infrastructure project in West Africa, partnerships with NGOs already running health programs for sex workers (and MSM).



In Ukraine, successfully pushed to include 'sexual orientation' in an anti-discrimination policy.



In MENA, various company-supported training programs to challenge prejudices and biases among GBV professionals.



QUESTIONS?

PANEL Q&A

- Barbara Ramoubsek, EBRD
- Diana Baird, IFC
- Sally Neville, SDD

Tamar Machavariani, Anish Monga,
Dean Laplonge

Chaired by Paul Nolan

