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► A Gender-Sensitive, Safe and Effective Complaint and Support Mechanism Model Proposal to Combat Workplace Violence and Harassment

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Preface

Workplace violence and harassment pose significant threats not only to the physical and mental well-being of individuals but also to workplace harmony and productivity. Moreover, such acts represent a profound violation of fundamental human rights. The International Labour Organization (ILO), grounded in its unwavering belief that a work environment free from violence and harassment is a basic right for all, has established a global framework through the Violence and Harassment Convention, 2019 (No. 190) and its accompanying Recommendation No. 206.

This publication introduces an effective model aimed at addressing workplace violence and harassment in Türkiye, predicated on collaborative efforts between employers and workers. Informed by the principles of Convention No. 190 and Recommendation No. 206, and enriched by international best practices from various countries and regions, the model was developed through a comprehensive process of consultation with public institutions, workers and employers organizations, and other relevant stakeholders. This participatory approach underscores the model's practicality and strengthens its effectiveness.

The proposed model underscores the pivotal responsibility of employers to provide support to individuals subjected to violence while also encouraging the active involvement of workers in resolution processes within the framework of social dialogue. The overarching objective is to ensure the sustainability of a safe, equitable, and respectful working environment for all.

We trust that this guide will mark a substantial step forward in the prevention of workplace violence and harassment in Türkiye, as well as in the provision of support to those affected. We extend our sincere appreciation to all stakeholders who contributed to this endeavour. It is our earnest hope that this resource will serve to cultivate a culture of workplaces free from violence and harassment.

Yasser Hassan
Director, ILO Office for Türkiye

Introduction

Workplace violence and harassment constitute not only a severe threat to individuals' physical and psychological well-being but also exert a detrimental impact on workplace harmony and productivity. Fundamentally, such actions represent a violation of human rights, infringing upon the universal right to work in a dignified, safe, and respectful environment. Of particular concern is gender-based violence and harassment, which disproportionately affect women, leaving long-lasting adverse effects.

In this context, the International Labour Organization (ILO) has provided a robust framework to address these issues through the Violence and Harassment Convention, (C190) and its accompanying Recommendation R206. These instruments serve as vital tools for the development of preventive and supportive policies, underpinned by employer responsibility and effective complaint and resolution mechanisms established through active worker participation.

This guide has been developed to develop a model applicable in Türkiye following an inclusive process that incorporated input and recommendations from representatives of public institutions, worker and employer organizations, the private sector, and civil society organizations. The proposed model is tailored to the specific circumstances in Türkiye and aligned with the national legal framework, including the Constitution, Labour Law, Penal Code, and other relevant legislative instruments.

Anchored in the principles of Convention No. 190 and Recommendation No. 206, the model offers a gender-sensitive, safe, and accessible mechanism for addressing workplace violence and harassment. It is designed to foster collaboration between worker and employer representatives through a foundation of social dialogue and is intended for widespread implementation across various sectors.

Throughout this guide, the importance of employer obligations to prevent violence and harassment is emphasized, alongside the critical role of workers in engaging with complaint and resolution processes. The guide outlines the fundamental components of the model, the steps for implementation, and the responsibilities of the stakeholders involved. Additionally, it provides recommendations for enhancing the effectiveness of resolution mechanisms, supported by collective agreements and examples of good practices.

This guide aspires to serve as a comprehensive resource, presenting a fair and structured resolution process led by employers and supported by the active participation of workers. Its ultimate goal is to prevent workplace violence and harassment, support affected individuals, and ensure accountability for perpetrators, thereby fostering safe and dignified workplaces.

PROPOSED MODEL for a GENDER-SENSITIVE, SAFE, and EFFECTIVE COMPLAINT and SUPPORT MECHANISMS to ADDRESS WORKPLACE VIOLENCE and HARASSMENT

The model presented herein is grounded in the principles set forth in the Violence and Harassment Convention, (C190) and the accompanying Recommendation R206. Additionally, It also includes elements based on a comparative analysis of collective agreements on a global basis. The proposed complaint and support mechanism forms a core component of workplace policies aimed at preventing violence and harassment and supporting those affected. Although the primary responsibility for implementing this mechanism rests with employers, its design, structure, and implementation must be established through social dialogue, ensuring it meets the specific needs of the workplace. Active participation from both employer and worker representatives is essential, reflecting their critical roles in shaping and operationalizing this mechanism.



Core Principles

To function as a gender-sensitive, safe, and effective complaint mechanism, the proposed model must be underpinned by the following guiding principles, all working toward the ultimate goal of zero tolerance for violence and harassment:

- ▶ *Procedures must be easily accessible, known to all workers, and ensure safety, fairness, and effectiveness.*
- ▶ *Gender Sensitivity*
 - ▶ *Workers must have the right to remove themselves from any work situation posing an imminent and serious threat to life, health, or safety*
 - ▶ *The privacy and dignity of all individuals involved must be preserved throughout the process.*
 - ▶ *Protection and support must be provided to those affected by violence and harassment*
 - ▶ *Mechanisms must ensure protection from retaliation for complainants and those supporting them*
 - ▶ *Proven cases of violence and harassment must result in appropriate corrective measures, including disciplinary actions, up to and including dismissal of the perpetrator*
 - ▶ *Affected individuals must have the ability to access administrative and judicial channels at any point during the complaint process.*

STEP 1: EMPLOYER COMMITMENT

“The employer commits **to combating all forms of workplace violence and harassment** by establishing preventive measures and ensuring easy access to appropriate and effective remedies when incidents occur.”

This commitment includes **providing necessary training to all individuals involved in the procedures for addressing disputes related to violence and harassment**. Training programs should include modules to enhance knowledge on investigation techniques. Awareness-raising activities aimed at preventing violence and harassment in the workplace must target all employees. Furthermore, specialized training sessions should be prepared for individuals who play specific roles in supporting affected persons and enforcing administrative sanctions against perpetrators. These individuals include conciliators, human resources officials, the trade union representatives, and members of the joint committee.

The procedures will apply to **all workers** in the workplace, regardless of their contractual status, including trainees, persons continuing their

education -including apprentices-, former employees, volunteers, job seekers, and applicants.

As part of this commitment, defining workplace violence and harassment is a priority.

In light of Convention No. 190, the following definitions may be adopted.

- ▶ *“Violence and harassment in the world of work” refers to a range of unacceptable behaviours and practices, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual, or economic harm. This includes gender-based violence and harassment.*
- ▶ *“Gender-based violence and harassment” refers to violence and harassment directed at individuals because of their sex or gender or disproportionately affecting individuals of a specific sex or gender, including sexual harassment.*

Violence and harassment may occur in the following contexts:

- ▶ *By or against individuals exercising authority, duties, or responsibilities on behalf of the employer,*
- ▶ *Between workers at the same hierarchical level,*
- ▶ *By or against third parties such as clients, patients, passengers, or suppliers.*

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Examples

1) Physical Violence: Assault, physical injury, slapping, beating, etc.

2) Psychological Violence: Insults, humiliation, isolation, threats, use of hurtful remarks, yelling, offensive language, verbal abuse, mocking subordinates or colleagues, derogatory comments about a person's disability or physical appearance, excessive performance monitoring, micro-management, overemphasis on mistakes, setting impossible goals or deadlines, or assigning pointless tasks unrelated to the job.

3) Sexual Violence: Rape, sexual assault, coercing sexual intercourse, sharing sexual content, making sexual remarks, unwelcome physical contact, intrusive questions about an employee's private life or body, derogatory comments or jokes about gender identity or sexual orientation, requesting sexual favours in exchange for job promises or promotions, sharing or displaying sexually explicit pictures, videos, or posters, sending sexually explicit emails or text messages, and inappropriate flirting.

4) Economic Violence: Confiscating wages, underpayment, forcing workers into debt, etc.

5) Digital (cyber) Violence: Sending spam, sharing unwanted content, unsolicited communication via social networks, harassment through phone calls or mobile devices, etc.

6) Dating Violence: Any form of violence committed by a partner.

7) Persistent Pursuit or Stalking: Constantly staring, obstructing paths, harassment through communication methods, etc.

STEP 2: FORMATION of a JOINT COMMITTEE

“The employer and the trade union commit to establishing, within a maximum period of 60 days from the date of this commitment, a **Joint Committee on Violence and Harassment** (hereinafter referred to as the “**Joint Committee**”) or an **Anti-Violence and Harassment Committee**. ”

Who will the joint commission consist of?

- ▶ *Two employees appointed by the employer.*
- ▶ *Two employees designated by the trade unions.*
- ▶ *One independent gender expert, jointly identified by the employer and trade union representatives. The expert must not be an employee of the company.*

The parties may also decide to elect a qualified member of staff who can provide medical, psychological and legal advice to participate in the work of the committee. At least one representative from the workplace and at least

one representative from the trade union must be female. The Joint Committee consists of a limited number of members who can meet quickly and address the issue when a complaint is received.

Any changes to the composition or size of the committee must be mutually agreed upon by the employer and trade union, considering the size and nature of the enterprise. The term of office for members is two years, with the possibility of reappointment.

Joint Commission members will receive training on workplace violence and harassment, gender equality, and even investigation techniques.

Authorities of the Joint Committee on Combating Violence and Harassment

- ▶ *Providing guidance to victims regarding the steps to take.*
- ▶ *Responding to and investigating incidents that arise in the workplace promptly and in accordance with established procedures.*
- ▶ *Promoting awareness and prevention of violence and harassment through information dissemination, training, and awareness-raising activities.*

“ The members of the Joint Commission/ Committee on Combating Violence and Harassment shall protect the confidentiality of the entire complaint process, and all parties involved, including witnesses. Any breach of the principle of confidentiality will result in the enforcement of sanctions. The workplace’s policy and procedure documents must clearly outline how confidentiality will be ensured.

”

STEP 3: SUBMISSION of THE COMPLAINTS

“ Any individual who believes they have been subjected to violence and/or harassment at the workplace and wishes to lodge a complaint may submit their claim through the designated email address established for this purpose. Submissions must be made in writing to the email address managed by a member of the Joint Committee. ”

How to submit a complaint:

- ▶ *The affected individual,*
- ▶ *A superior or someone in a management position,*
- ▶ *A trade union representative*
- ▶ *A worker representative or workplace representative,*
- ▶ *Any other individual chosen by the affected person.*

During the grievance process, the complainant may be accompanied by a trade union representative or another person of their choosing

Anonymous complaints are not accepted.

If the complaint involves an individual from outside the workplace—such as clients or suppliers—the Joint Committee will request the external employer to endorse the procedures necessary for resolving the dispute. This request will be conveyed through the company’s management.

 Complaint Letter Template

To the Workplace Violence and Harassment Committee,

1. A person reporting the facts

- ☐ *The person subjected to violence/harassment*
- ☐ *Another individual (witness, whistleblower, etc.—please specify):*
.....

2. Information about the person subjected to violence/harassment

Full Name:
ID Number:
Position in the Workplace:
Type of Contractual/Employment Relationship:
Phone Number:
Email Address:
Address for Notification:

3. Information about the perpetrator/attacker

Full Name:
Professional Category or Position:
Workplace Location:
Name of the Company:

4. Description of the Incident(s)

5. Witnesses and/or Evidence

If there are witnesses, please specify their full names:

If any, include any evidence supporting the claim.

6. Request

Please process this complaint in accordance with workplace policy or procedures established under collective agreements, and address the allegations against the perpetrator (Name).

Date and Location:

Name-Surname:

Signature:

STEP 4: PRELIMINARY ASSESSMENT by the JOINT COMMITTEE

“4.1 Within **seven days** of receiving the complaint, the **Joint Committee** will meet with the complainant to conduct an initial assessment of the case. The committee may also decide to meet with the alleged perpetrator.”

4.2. Following this preliminary assessment, the Joint Committee will determine:

4.2.1 Whether preventive measures, such as removing the parties involved to prevent further violence or granting paid leave to the person subjected to violence, should be taken.

4.2.2 Whether support measures, such as medical, legal, or psychological assistance, should be provided to the person subjected to violence; this includes seeking counselling from medical or psychological professionals.

4.2.3 Whether suggestions can be made for resolving the case at this stage; whether these suggestions should be made with the approval of the person subjected to violence; and whether an investigation is necessary.

4.2.4. Whether a suggestion can be made to the person subjected to violence to file a criminal complaint with the relevant authorities.

STEP 5: INVESTIGATION

“ If the Joint Committee determines that an investigation is necessary, an investigation team will be formed. This team will include one or more competent members of the Joint Committee who have received relevant training. To maintain confidentiality, the investigation team will consist of no more than three individuals. Preference will be given to those with training on gender issues, particularly on violence and harassment. If deemed necessary by members of the Joint Committee, external experts may also be consulted.”

Within twenty days of the decision to initiate an investigation, the investigation team will:

- Forms an evidence file by collecting statements from the person subjected to violence, the accused perpetrator, witnesses, relevant managers, and any medical support staff, if applicable.

- ▶ Prepares a **brief report draft** regarding whether the facts constitute an assumption of violence or harassment.
- ▶ If violence or harassment is proven, makes recommendations, including **corrective actions and sanctions**.

The investigation team's recommendations may focus on the following:

- ▶ Changing the workplace for both the person subjected to violence/harassment and the perpetrator, considering the career development of the affected person.
 - ▶ Removing the managerial responsibilities of the perpetrator in the workplace.
 - ▶ Dismissing the perpetrator.
 - ▶ Recommending that the person subjected to violence seek external support systems.
 - ▶ Recommending appropriate support measures for the person subjected to violence (medical, legal, psychological, financial).
- ▶ The report created by the investigation team is submitted to the relevant authority in Human Resources (HR) for follow-up, and the Joint Commission shares the report with the person subjected to violence and the accused perpetrator.

The investigation team will have access to all relevant information and documentation related to the case. All personnel are required to cooperate fully with the investigation.

The investigation must be conducted exclusively by the investigation team, avoiding interaction with other members of the Joint Committee. Once finalized, the report will be shared with the Joint Committee for monitoring and follow-up.

STEP 6: MONITORING

“The Human Resources Unit will follow up on the recommendations made by the investigation team within three days of the report being submitted. The Joint Commission will monitor the implementation of the recommendations in the report for a **period of thirty days** following the conclusion of the report.

”

STEP 7: POSSIBILITY of APPEALING to ADMINISTRATIVE and JUDICIAL MECHANISMS IF NECESSARY

“Throughout the complaint procedure, the person subjected to violence always has the option to appeal to administrative and judicial channels provided by the law. Regardless of the procedures accepted through collective agreements, acts of violence and harassment in the workplace are subject to criminal sanctions and/or legal processes. Therefore, the complainant should always have the opportunity to seek external support systems during the administrative review process.”

STEP 8: MEDICAL, PSYCHOLOGICAL, and LEGAL SUPPORT

“If allegations of violence or harassment are proven, the employer will provide the necessary support for the medical and/or psychological treatment of the person subjected to violence or harassment.”

In the case of an attack by third parties in the workplace, the employer will take the necessary support measures, primarily legal, for the affected employee. Subsequently, the employer will cover all or part of the costs related to legal proceedings and/or psychological support for the employee subjected to violence. In other cases, information about who will cover the costs and how they will be covered should be included in the workplace policy documents.

STEP 9: EVALUATION

“ In the case that the employer fails to comply with the decision of the commission or does not take the necessary measures in the workplace, the consequences should be clearly outlined in the workplace policy and procedure document. The process should also be monitored by the representative of the trade union organized in the workplace and reported to the trade union management. ”



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CONCLUSION

This study aims to develop an effective and reliable complaint and support mechanism model to assist those subjected to violence and harassment in the workplace. The model, which is the responsibility of the employer, is designed to provide a fair resolution process that offers support to those affected by violence and creates a safe working environment, based on active participation from employees. Prepared in accordance with legal regulations in Türkiye, this model presents a framework that concretizes the support processes for individuals subjected to violence within the context of national legislation. Successful examples of workplace violence and harassment support mechanisms from various countries have been used in the development of this model. The model provides detailed processes to ensure that all complaints related to violence and harassment are addressed in accordance with the principles of confidentiality, fairness, and protection against retaliation.

In this context, the responsibilities of employers to provide support to those subjected to violence, in accordance with ILO standards, are clarified, while the participation of workers in the resolution processes is considered a critical element for the sustainability of a safe and fair working environment. The effective implementation of this model constitutes an important step in supporting those subjected to violence and harassment in the workplace and protecting their rights. It will also make a crucial contribution to ensuring a safe and decent working environment in line with ILO's labour principles and standards.

ANNEX 1- GOOD PRACTICES AROUND the WORLD

The examples provided include provisions from collective bargaining agreements addressing workplace violence and harassment from various countries. The information and analyses are based on online sources and include the following:

- ▶ Collective bargaining agreements at different levels, such as company, sectoral, and global framework agreements.
- ▶ Collective bargaining agreements, research studies on workplace violence, harassment, and gender-based discrimination prepared by research institutions or technical units of trade unions.
- ▶ Guides produced by public institutions or trade unions for resolving disputes related to violence and harassment.
- ▶ Information published in ILO materials

Many of the procedures included in collective bargaining agreements or guidelines prepared by public institutions and social partners share common features. These common features include:

- ▶ Establishing a set of principles to guide the resolution of disputes related to workplace violence and harassment.
- ▶ Providing two procedural paths: one informal, involving mediation or conciliation, and the other mostly formal, typically an investigation.
- ▶ Defining timelines for each stage of the process.
- ▶ Ensuring the participation of worker representatives in joint mechanisms tasked with addressing disputes.
- ▶ Imposing sanctions, including dismissal,
- ▶ Guaranteeing the victim's ability to resort to administrative or judicial mechanisms at any stage of the process.
- ▶ Highlighting the need for individuals involved in internal dispute resolution procedures to have training and expertise in addressing harassment, and consulting external experts when required.

I. Joint Commitment to Preventing Sexual Harassment, IUF, IndustriALL, and Unilever, London (2016)

The procedures agreed upon between IUF, IndustriALL, and Unilever are based on the following principles:

- ▶ Sexual harassment is considered a disciplinary offense.
- ▶ Cases of sexual harassment will be investigated confidentially, ensuring the privacy of those involved, and handled within strict timelines.

- ▶ If deemed necessary, the individual accused of harassment, rather than the complainant, will be reassigned to a different position.
- ▶ The company will provide training to all employees and managers on the policy and their responsibilities under it.
- ▶ The company will monitor cases of sexual harassment to assess whether further preventive measures are required.

[FINAL IUF-IA-Unilever sexual harassment joint commitment_final_forsign](#)

II. Joint Understanding of Sexual Harassment, Chiquita-IUF-Colsiba, 2013.

The company commits to ensuring no retaliation against any person reporting sexual harassment or permitting such actions by other employees. Retaliation is considered a serious breach of this sexual harassment policy and must be reported immediately. Any individual found to have retaliated against a complainant will be subject to appropriate disciplinary action, including dismissal.

III. Agreement Relating to the Fight Against Harassment, Sexual Harassment, and Sexist Behaviour in the Book Publishing Sector, France, 2023

Article 4: Protection of Victims of Harassment and Witnesses

The signatory parties emphasize that no employee shall face direct or indirect consequences—such as pay reductions, training limitations, changes in job location, reclassification, or discriminatory actions—for opposing harassment, witnessing it, or reporting it. These guarantees apply regardless of whether the harassment is repeated or an isolated incident.

[Accord relatif à la lutte contre le harcèlement moral et sexuel, les agissements sexistes dans le secteur de l'édition de livres - Syndicat national de l'édition](#)

IV. Protocol Against Harassment in the Workplace; Annex to the III Collective Agreement of the Postal Services, Spain, 2019

The procedure is governed by the following principles:

- a)** Prevention of sexual and/or gender-based harassment and raising awareness. The availability and accessibility of procedures and measures.
- b)** Respecting the confidentiality and dignity of the affected individuals.
- c)** Respecting the presumption of innocence of the person accused of harassment.
- d)** Prohibiting retaliation against individuals who are allegedly victims, support the complaint, or report cases of sexual and/or gender-based harassment.
- e)** The procedure should be carried out carefully, swiftly, securely, in a coordinated and collaborative manner.
- f)** Protection of the victims' labour rights and social security.
- g)** Comprehensive investigation of the incidents based on the principle of confidentiality; ensuring that the victims are heard and guaranteeing impartiality in all actions taken to resolve the matter.
- h)** Taking necessary measures, including disciplinary actions if needed, against individuals whose harassing behaviour has been proven.
- i)** Compensation paid to the harassed individual and the protection of their psychological and physical health. A gender and human rights perspective should be maintained throughout the entire process.

[Protocolo Acoso Sexual y Por Razon De Sexo.pdf](#)

V. Collective Bargaining Agreement, Ediciones Reunidas, SAU, Spain, 2023

“Reference Person. Any individual who believes they have been harassed or notices that another employee is being subjected to workplace, sexual, or gender-based harassment will report to a reference person designated by the company, and this person will act as the first point of contact. (...) The role of the reference person is to respond to the employee making the complaint about the harassment and assist them, attempting informal, swift, confidential, and careful mediation between the complainant and the alleged harasser.”

[BOE-A-2023-24820 Resolución de 24 de noviembre de 2023, de la Dirección General de Trabajo, por la que se registra y publica el Convenio colectivo de Ediciones Reunidas, SAU](#)

VI. Collective Bargaining Agreement Signed Between the National Union “Presidente Antonio López Mateos” and the Trade Workers and Aeronational Flight School, Mexico, 2020

“The company and the trade union commit to establishing a Care and Monitoring Joint Committee for cases of violence, harassment, and sexual harassment within a period not exceeding 60 days from the signing of this agreement. The company will designate two trusted employees to represent the employer, and the trade union will appoint two employees to represent them on the committee. The term of office for both parties on the committee will be two years, with the possibility of re-election. The Joint Committee should focus on the adoption and implementation of an action protocol for cases of violence, harassment, and sexual harassment within the company and develop and approve a program aimed at preventing harassment, bullying, and sexual harassment in the workplace.”

[105-CONTRATO.pdf](#)

VII. Agreement on Workplace Harassment and Violence in the Telecommunications Sector, signed by the employer organization Telecoms HumApp and the trade unions CFTD, CGT, CFE-CGC, CFTC, FO, and UNETEL-RST, France, 2011

The implementation of a mediation procedure may also be recommended. In this case, the mediation process itself, as well as the selection of the mediator, should be subject to an agreement between the parties. Once appointed, the mediator investigates the state of the relationship between the parties, attempts to reconcile them, and provides written proposals aimed at resolving the conflict. If reconciliation fails, the mediator informs the parties about any sanctions to be applied and the procedural guarantees for the victim.

<https://humapp.com/accord-relatif-au-harcelement-et-a-la-violence-au-travail/>

VIII. Protocol Against Harassment in the Workplace; Postal Services III. Collective Bargaining Agreement Annexes, Spain, 2019

“General Procedure: Any employee who believes they have been subjected to any form of harassment as defined herein may report the situation to their manager or the Human Resources Department in accordance with the procedures outlined here. (...) In all cases, the confidentiality of the complaints received will be guaranteed; retaliation will not be allowed. The authority to analyse the complaints and take necessary actions will be provided by the Human Resources Department through the Instruction Unit (...)”

<https://ugtspmadrid.es/wp-content/uploads/2019/11/8.3-ANEXO-PROTOCOLO-CONTRA-EL-ACOSO.pdf>

IX. Collective Labour Agreement, Ediciones Reunidas, SAU, Spain, 2023

“**Reference Person** will contact the complainant and conduct an interview to assess the source of the conflict, the current exposure risk, and the applicable

rights and actions. After learning about the events, the reference person will attempt to resolve the conflict through informal mediation between the two parties (...), and the process will proceed as follows:

1. Conduct separate meetings with both the accused and the affected person, offering recommendations and practical suggestions for solutions.
2. Inform the accused person that their behaviour is in violation of company rules.
3. Provide information on the process to be followed after the complaint and potential outcomes.
4. Monitor the situation and update both parties on the resolution, with a special emphasis on ensuring that no retaliation will occur.
5. If the harassment situation is confirmed, propose measures to prevent future harassment incidents.
6. Document the events and report the information to the Human Resources and Organization Department.”

[BOE-A-2023-24820 Resolución de 24 de noviembre de 2023, de la Dirección General de Trabajo, por la que se registra y publica el Convenio colectivo de Ediciones Reunidas, SAU.](#)

X. Tripartite Advisory on Workplace Harassment: A Practical Guide Accepted by Social Partners to Prevent and Better Manage Workplace Harassment for Employers and Employees, Singapore, 2015

Harassment Reporting Hotline: A harassment reporting hotline can be established to allow the reporting of harassment incidents. Employers should create a safe environment for reporting by guaranteeing that those who report will not be penalized.

[tripartite-advisory-on-managing-workplace-harassment.pdf](#)

XI. Action Protocol Providing Once Response and Reaction Tools to All Employees Against Sexual and Cyber Sexual Harassment, Spanish National Organization for the Blind, 2023, Spain

“Sexual Harassment and/or Gender or Sexual Diversity-Based Complaints Investigation Committee will be established in the following situations:

- ▶ When the parties reject the actions proposed by the mediator.
- ▶ When the actions proposed during the mediation phase do not resolve the issue.
- ▶ When the physical and/or mental health of the victim advises against mediation.
- ▶ When, considering the seriousness of the complaint and current conditions, mediation is not feasible.
- ▶ When the complainant chooses the committee route from the outset.

[La ONCE renueva su protocolo de actuación ante situaciones de acoso y ciberacoso sexual en el trabajo - PortalONCE](#)

XII. Protocol Against Workplace Harassment; Annexes of the Postal Services III Collective Agreement, 2019, Spain

“The Human Resources Department, upon becoming aware of the incidents, will conduct an initial review of the case and subsequently determine one or more of the following actions:

- a) Reject the complaint due to the absence of any evidence or indications to substantiate the incidents.
- b) Implement organizational, psycho-social, and mediation measures.

- c) Initiate a confidential information or investigation file to thoroughly clarify the incidents.
- d) Request additional reports, evidence, documents, or data to further clarify and qualify the incidents.”

ANEXO VIII - III. PROTOCOLO CONTRA EL ACOSO 5 DE ABRIL DE 2.011

XIII. Lesotho Agreements on Eliminating Gender-Based Violence and Harassment, 2021-2022 Report, Solidarity Center

In Lesotho, following allegations of systematic sexual harassment and mistreatment in factories, an agreement between four companies, trade unions, and women’s organizations led to the establishment of an independent mechanism. This mechanism, managed by an external body known as “Worker Rights Watch” (WRW), is responsible for investigating and resolving complaints. Additionally, a confidential hotline was set up for workers to report concerns, operated by the Lesotho Federation of Women Lawyers (FIDA). Union representatives interviewed at Nien Hsing factories noted a genuine change in supervisors’ behaviour, as supervisors were aware they could lose their jobs if they continued to engage in harassment.

Solidarity Center - 2021-2022 Agreements to Eliminate Gender-Based Violence and Harassment in Lesotho

XIV. Union Action Guide on Workplace Sexual Harassment and Gender-Based Harassment, Workers’ Commissions (CCOO), Spain

The Equality Committee will provide guidance to victims on the actions to be taken and promptly investigate and intervene in cases arising within the company. Additionally, it should promote prevention efforts by raising awareness, providing information to the entire company, and organizing training sessions. The victim will be supported with

a guarantee of confidentiality, and any form of retaliation against complainants or valuable witnesses will be prevented.

The guide outlines the functions of the Equality Committee are as follows:

- ▶ Receiving all complaints related to sexual harassment and gender-based bullying.
- ▶ Conducting investigations, with access to all relevant information and documents pertaining to the case. Committee members will have unrestricted access to all company premises, and staff must provide full cooperation as required.
- ▶ Recommending precautionary measures deemed appropriate to the Human Resources Department.
- ▶ (...) Members of the Equality Committee are required to have specialized training in equality issues.

[9e1ed6155db8b6ce692d3aa2dcfd2a94000001.pdf](#)

XV. Agreement on Workplace Harassment and Violence in the Telecommunications Sector, signed by the employer organization Telecoms HumApp and the unions CFTD, CGT, CFE-CGC, CFTC, FO, and UNETEL-RST, France, 2011.

To address a potential report, the employer must establish an internal procedure to investigate and handle situations resembling harassment, sexual harassment, or gender-based actions. For this purpose, an external third-party expert may be consulted.

The investigation has two primary objectives:

- ▶ To gather evidence supporting the allegations of harassment or sexual harassment and/or build a body of proof by collecting testimonies

from directly involved parties (the victim and alleged perpetrator) and indirectly involved individuals (witnesses, responsible hierarchical authorities, workplace medical staff, etc.).

- To determine whether the incidents constitute harassment.

[ACCORD RELATIF AU HARCELEMENT ET A LA VIOLENCE AU TRAVAIL DANS LA BRANCHE DES TELECOMMUNICATIONS | HumApp](#)

XVI. Collective Bargaining Agreement, Ediciones Reunidas, SAU, Spain, 2023

“The reference person will contact the complainant and hold a meeting to assess the source of the conflict, the current exposure risks, and the rights and actions that can be promoted. After learning about the situation, the reference person will try to resolve the conflict through informal mediation between the parties (...).

In this case, the preliminary review and mediation process will last a maximum of ten working days. However, the reference person may decide to extend the deadline in exceptional circumstances.

(...) The General Management will refer the matter to the Compliance Department, which will form an investigative team consisting of management and employee representatives. Within five days of the complaint being submitted, the investigation team will meet and decide whether the complaint constitutes a harassment case, sexual harassment, or gender-based discrimination.”

[BOE-A-2023-24820 Resolución de 24 de noviembre de 2023, de la Dirección General de Trabajo, por la que se registra y publica el Convenio colectivo de Ediciones Reunidas, SAU](#)

XVII. Action Protocol Providing Response and Reaction Tools to All Employees Against Sexual and Cyber Sexual Harassment, Spanish National Organization of the Blind

“Mediation Process

(...) If the victim chooses to proceed with the mediation process, the management will appoint a qualified internal mediator on sexual and/or gender-based harassment within no later than seven calendar days.

(...) Following the day of appointment, the mediator will conclude the mediation by notifying the parties with suggested actions deemed necessary to resolve the conflict, within a maximum of twenty calendar days.

The Investigation Committee will carry out the appropriate actions to investigate the case (...). The report will be delivered within no later than fifty calendar days after the establishment of the committee and will include a solution suitable for the raised issue.

[La ONCE renueva su protocolo de actuación ante situaciones de acoso y ciberacoso sexual en el trabajo - PortalONCE](#)

XIIX. Agreement on the Prevention and Elimination of Gender-Based Violence and Harassment, Nien Hsing Textile Co., Ltd., Lesotho Independent Democratic Union (IDUL), United Textile Workers Union (UNITE), National Clothing, Textile and Allied Workers Union (NACTWU), Lesotho Women Lawyers Federation (FIDA), and Women and Law in Southern Africa (WLSA) Foundation - Lesotho, 2019

- For each Investigation, the final determination and any related solutions, if applicable, shall be communicated to the complainant, any Union or NGO that may have been appointed as a representative by the complainant, and Nien Hsing Lesotho, and a 14-day period shall be given

to these parties to implement or commit to the solutions in writing, if applicable

[Nien-Hsing-Agreement.pdf](#)

XIX. Model Protocol for Preventing, Addressing, and Eliminating Workplace Violence, Ministry of Labour and Social Welfare, Mexico

The consultant will report (...) the information regarding the incident (...) in order to determine protective measures within a maximum of 5 business days.

[Microsoft Word - Protocolo Violencia Laboral_0603-1amGMX.docx](#)

XX. Tripartite Consultation on Managing Workplace Harassment: Practical Guide Accepted by Social Partners to Better Prevent and Manage Workplace Harassment for Employers and Employees, Singapore, 2015

“Employers may establish investigation procedures to handle and investigate workplace harassment complaints. This may include the following features:

- ▶ Appointing trained, impartial individuals to investigate the incident
- ▶ Setting a timeline for the investigation and communicating it to all parties”

[tripartite-advisory-on-managing-workplace-harassment.pdf](#)

XXI. Sodexo-IUF Joint Commitment to Prevent Sexual Harassment, Ireland, 2017

The Equality Committee may assign a member to conduct the investigation or create a research team consisting of a management

representative, a worker representative, an equality expert, and an external expert specializing in sexual harassment.

XXII. Joint Commitment to Prevent Sexual Harassment, IUF, IndustriALL, and Unilever (2016), London.

Union representatives play the following key roles:

- ▶ Advising their members on what constitutes sexual harassment in the workplace
- ▶ Conducting awareness-raising and training activities
- ▶ Assisting employees/members in submitting complaints and issues through the Unilever Code process, designated individual or collective grievance procedures, and/or national legislation. To ensure effective action to prevent sexual harassment, and in the absence of standard procedures, trade unions (...) will agree on a local sexual harassment policy, a set of grievance procedures, and dispute resolution/grievance management mechanisms based on international standards, national laws, and collective bargaining agreements.

[FINAL IUF-IA-Unilever sexual harassment joint commitment_final_forsign](#)

XXIIV. Action Protocol Providing Tools for All Employees for Respond to and Address Sexual and Cyber Sexual Harassment, National Organization of the Blind in Spain (ONCE)

The following actors may file a complaint:

- ▶ Any ONCE employee or their legal representative who considers themselves to have been subjected to sexual harassment and/or behaviour based on gender or sexual diversity.
- ▶ Any ONCE employee who has directly witnessed or possesses well-

founded knowledge of acts of sexual harassment and/or behaviour based on gender or sexual diversity

- Prevention delegates and worker representatives who notice harassment behaviours and have knowledge about them.

[*La ONCE renueva su protocolo de actuación ante situaciones de acoso y ciberacoso sexual en el trabajo - PortalONCE*](#)



XXIV. Agreement on Workplace Harassment and Violence in the Telecommunications Sector, signed by the employer organization Telecoms HumApp and the trade unions CFTD, CGT, CFE-CGC, CFTC, FO, and UNETEL-RST, France, 2011

If harassment or violence occurs in the (...) workplace, the employer should establish an appropriate procedure to define, understand, and address these issues (...). Additionally, where applicable, the participation of employee representatives should be ensured. An employee who considers themselves a victim may, if they wish, be accompanied by the trade union or employee representative from the company or organization.

The close connection between employee representatives and both the company and its workers enables them to be well-informed about work conditions, closely addressing concerns related to harassment and sexist behaviour. This role is crucial in the implementation of preventive and control measures. Employee representatives play an essential role in providing feedback, issuing warnings, and monitoring investigation procedures.

[*ACCORD RELATIF AU HARCELEMENT ET A LA VIOLENCE AU TRAVAIL DANS LA BRANCHE DES TELECOMMUNICATIONS | HumApp*](#)

XXV. Lesotho's Gender-Based Violence and Harassment Elimination Agreements, 2021-2022 Report, Solidarity Center

The Worker Rights Watch (WRW) was established in 2020 and has the authority to investigate employee complaints and address gender-based violence and harassment at Nien Hsing in Lesotho. WRW is managed by a monitoring committee consisting of representatives from trade unions and women's rights organizations on one side, and brand representatives on the other. Both sides have equal voting rights, and in case of disagreements on management-related matters, a neutral chairperson makes the final decision. Investigations determine whether any violations of the Code of Conduct program, established through the Nien Hsing Agreement negotiated between Lesotho's trade unions, women's rights organizations, brands, and employers, have occurred.

[Solidarity Center - 2021-2022 Agreements to Eliminate Gender-Based Violence and Harassment in Lesotho](#)

XXVI. Gender-Based Violence in the Apparel and Textile Sector, IndustriALL, Friedrich Ebert Stiftung, 2022

In Bangladesh, as a result of a High Court ruling, factories are required to establish Anti-Harassment Committees (AHCs). Interviews with women leaders from three factory unions in Bangladesh revealed that AHCs have significant potential when they are properly structured, composed of workers, trade union representatives, and external representatives, with a majority of committee members being women. Additionally, when members are trained to handle complaints sensitively and confidentially, these committees can be highly effective.

[Textile](#)

XXVII. The MELIÁ-IUF Joint Commitment focuses on preventing sexual harassment. It is an annex to the MELIÁ-IUF International Framework Agreement dated December 9, 2013.

Meliá will leverage its influence to address any instances of sexual harassment that may arise within the framework of its relationships with brand owners, subcontractors, suppliers of goods or services, or other business partners operating under its brand or on its behalf.



ANNEX 2- NATIONAL LEGISLATION

This model, which outlines the mechanism for individuals exposed to workplace violence to seek recourse, has been framed using the ILO Convention No. 190 on Violence and Harassment and its accompanying Recommendation as foundational sources. Furthermore, to concretize the processes to be followed within a model applicable in Türkiye, national legislation has been frequently referenced. In this regard, the main sources within national legislation that can be consulted are broadly outlined as follows:

- ▶ THE CONSTITUTION of the REPUBLIC OF TÜRKİYE
- ▶ LABOUR LAW NO. 4857
- ▶ TURKISH CODE of OBLIGATIONS NO. 6098
- ▶ OCCUPATIONAL HEALTH and SAFETY LAW NO. 6331
- ▶ LAW on TRADE UNIONS and COLLECTIVE BARGAINING AGREEMENTS NO. 6356
- ▶ TURKISH PENAL CODE NO. 5237
- ▶ LAW on the PROTECTION of the FAMILY and the PREVENTION of VIOLENCE AGAINST WOMEN NO. 6284
- ▶ LAW on the HUMAN RIGHTS and EQUALITY INSTITUTION of TÜRKİYE NO. 6701



References

- ▶ [Collective agreement, Ediciones Reunidas, SAU, Spain, 2023](#)
- ▶ [Collective agreement between the National Trade Union “Presidente Antonio López Mateos” of workers and employees of trade workers and the Aeronational Flight School, Mexico, 2020.](#)
- ▶ [Agreement relating to harassment and violence at work in the telecommunications sector](#), signed by employer organisation Telecoms HumApp and the trade unions CFDT, CGT, CFE-CGC, CFTC, FO and UNETEL-RST, France, 2011
- ▶ Postal services (Correos): [Protocol against harassment in the workplace](#); Annex to the III collective agreement, Spain, 2019
- ▶ [VI Labor Agreement for the Hospitality sector \(ALEH VI\)](#), Spain, 2023.
- ▶ [Agreement relating to the fight against harassment and sexual harassment and sexist behavior in the book publishing sector](#), France, 2023
- ▶ [Collective agreement, Ediciones Reunidas, SAU, Spain, 2023](#)
- ▶ [Tripartite Advisory on Managing Workplace Harassment](#), Practical Guide agreed by the social partners for employers and employees to better prevent and manage harassment at the workplace, Singapore, 2015.
- ▶ [Protocol of action offering all workers tools to respond and react to sexual and cyber sexual harassment](#), Spanish National Organization of Blind (ONCE)
- ▶ [2021-2022 Agreements to Eliminate Gender-Based Violence and Harassment in Lesotho](#), 2021-2022 Report, Solidarity Center
- ▶ [Agreement on the Prevention and Elimination of Gender-Based Violence and Harassment](#), between Nien Hsing Textile Co., Ltd. the Independent Democratic Union of Lesotho (IDUL), the United Textile Employees (UNITE), the National

- ▶ Clothing Textile and Allied Workers Union
- ▶ (NACTWU), the Federation of Women Lawyers in Lesotho (FIDA) and Women and Law in Southern Africa Research and Education Trust - Lesotho (WLSA), Lesotho, 2019
- ▶ [Protocol against harassment in the workplace](#); Annex to the III collective agreement of the Postal services, Spain
- ▶ [Joint Commitment to preventing sexual harassment](#), IUF, IndustriALL and Unilever London (2016).
- ▶ [Joint understanding on sexual harassment](#), Chiquita-IUF-Colsiba, 2013.
- ▶ [Sodexo-IUF Joint Commitment on preventing sexual harassment](#), Ireland, 2017.
- ▶ [Joint Commitment to preventing sexual harassment](#), IUF, IndustriALL and Unilever, 2016.
- ▶ [Agreement to eradicate sexual harassment](#), IUF-RIU Hotels & Resorts, 2021
- ▶ [MELIÁ-IUF Joint Commitment on preventing sexual harassment](#). Annex to the MELIÁ-IUF international framework agreement of December 9, 2013
- ▶ [Guiding principles of the prevention and action protocol against harassment sexual and/or harassment reason of sex](#), Women's Institute, Government of Spain
- ▶ [Model protocol to prevent, address and eradicate workplace violence in the workplace](#), Ministry of Labor and Social Welfare, Mexico
- ▶ [Union guide to action before the sexual harassment and harassment based on sex in the workplace](#), Workers Committees (CCOO), Spain
- ▶ [Gender-based violence in the garment and textile sector](#), IndustriALL, Friedrich Ebert Stiftung, 2022

ilo.org

Uluslararası Çalışma Örgütü
Ferit Recai Ertuğrul Caddesi No:4
06450 Oran
Ankara
Türkiye

Email: ankara@ilo.org
Phone: +90 312 491 98 90

