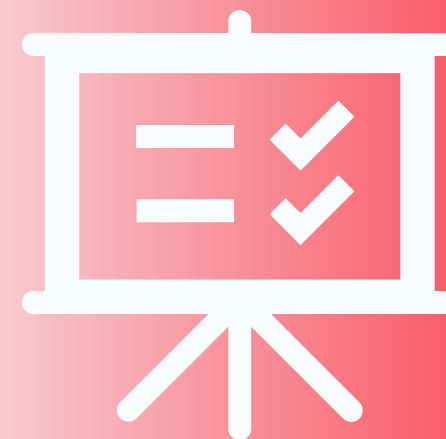


Module 6: Tools for action - risk management and enterprise policies



▶ Learning objectives

- ▶ Prevent and control risks of violence and harassment
- ▶ Write an enterprise statement on violence and harassment
- ▶ Develop a robust enterprise policy on violence and harassment
- ▶ Effectively implement both the statement and policy



Managing risks of violence and harassment at work

▶ Control measures eliminate or minimize risks

Example: public transport drivers

- ▶ Install security cameras
- ▶ Put up posters
- ▶ Install radio communication
- ▶ Improve lighting
- ▶ Have drivers working in pairs
- ▶ Train drivers in how to de-escalate aggressive behaviour



► Monitor and review risks

- After an incident is reported
- When workers or their representatives indicate that risk control measures are ineffective or not as effective as they should be.
- When recommended by the OSH officer
- When there is a significant change in the working environment that potentially introduces new or different risks



Enterprise statement and policy on violence and harassment

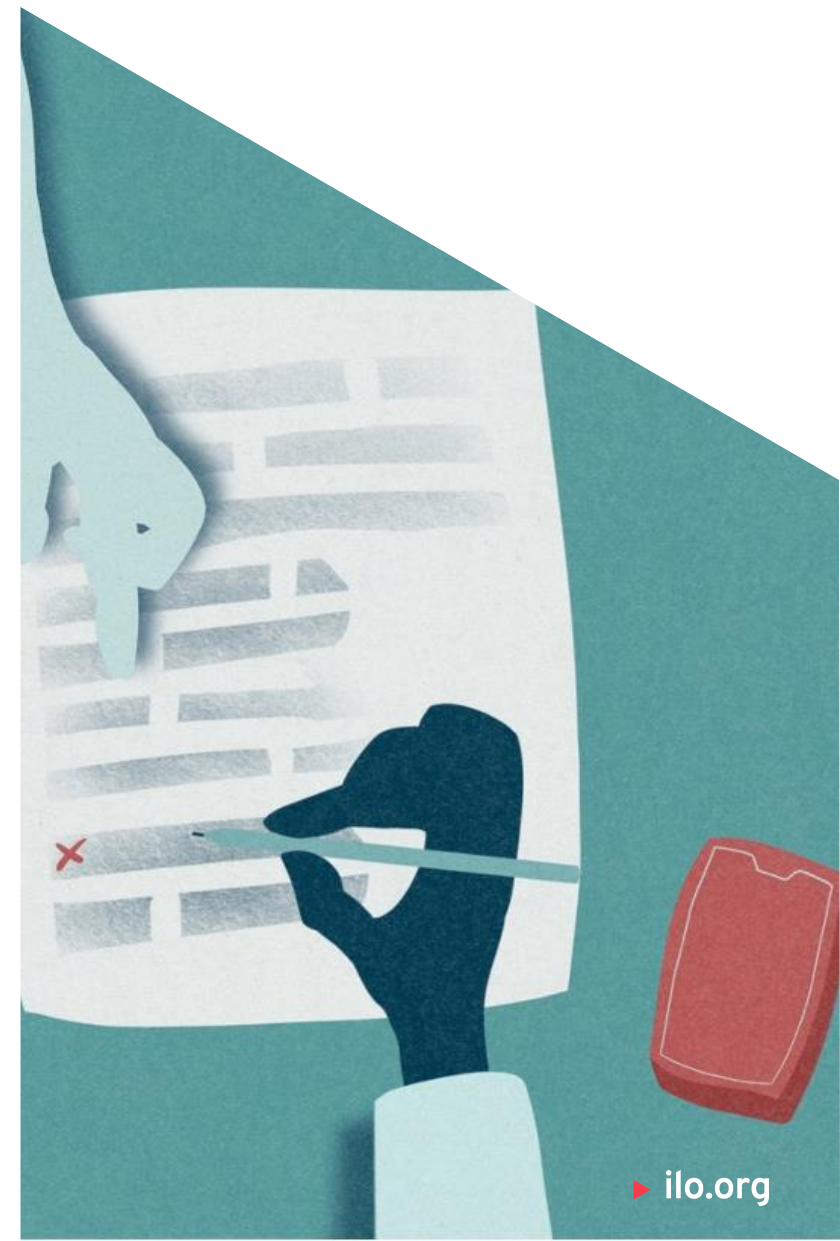
► Why an enterprise statement?

- Active and visible commitment from top leadership
- First step in driving change
- Sends a clear message to workers, customers, clients, the public, etc.

**Next step:
enterprise policy on
violence and harassment**

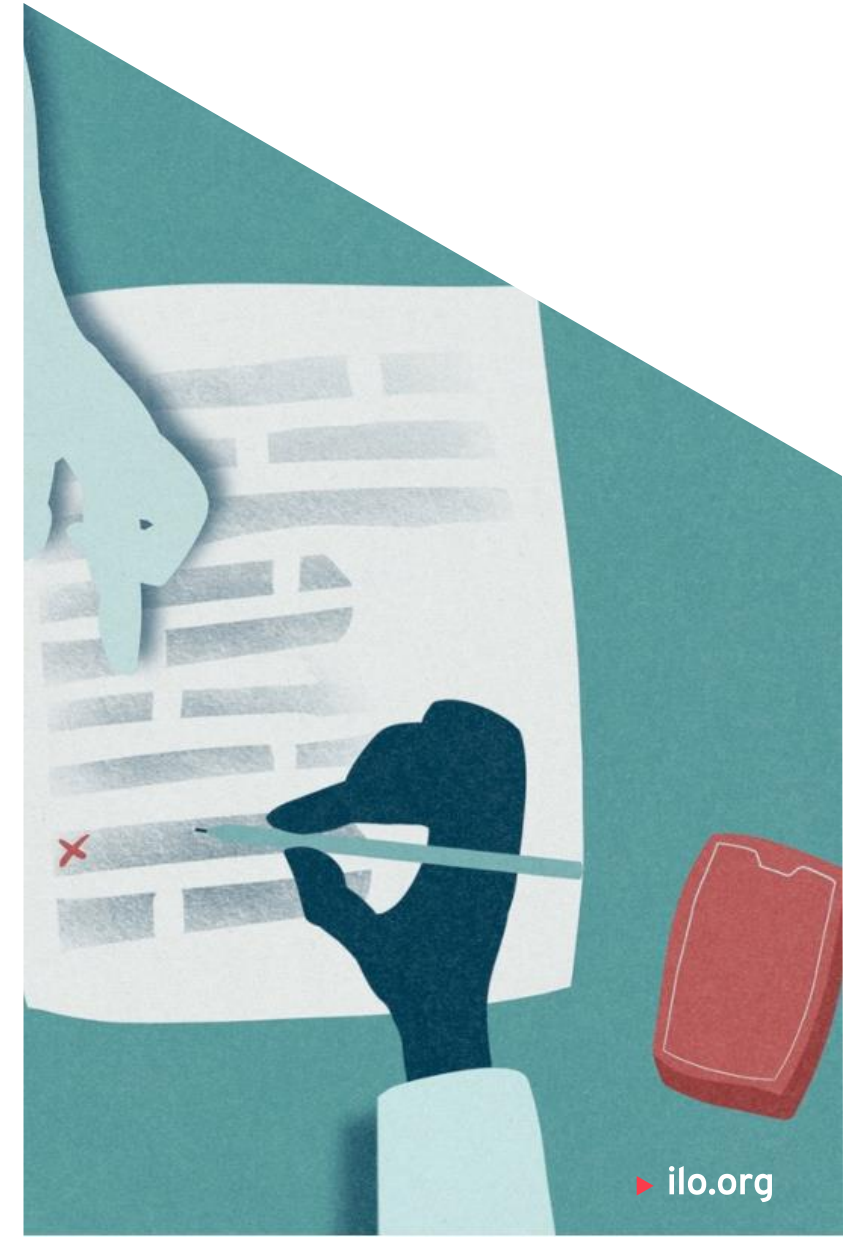
► Enterprise policy: wording (1)

- **Definitions and examples** of violence and harassment at work and unacceptable behaviours
- A short brief on the **negative impact** of violence and harassment on the world of work
- A statement of **zero tolerance**
- A summary of the **legal rights and responsibilities** of workers and employers



► Enterprise policy: wording (2)

- A summary of **proactive steps** taken by the enterprise
- Information on **complaint and investigation** procedures
- A clause ensuring that investigations conducted **fairly**, and information treated **confidentially**.
- Measures to **protect** complainants, victims, witnesses and whistle-blowers
- How the policy is to be **implemented, reviewed, and monitored**



► Enterprise policy: implementation

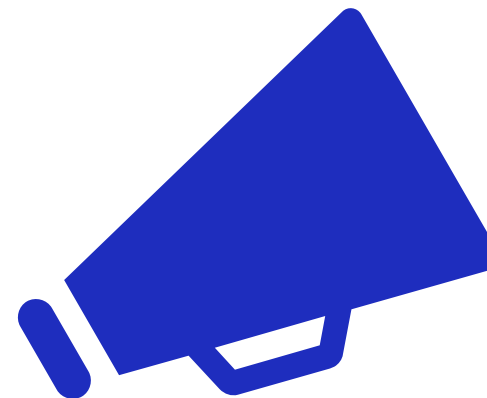
**To be effective,
the policy should be consistently applied,
easily accessible,
and understood by the entire workforce.**

Real-life case study: OFET – Group of Pharmaceutical Companies



► Enterprise policy: regular communications

- Notice boards
- Posters
- Intranet
- Team meetings
- Staff information sessions
- Staff handbook
- Induction
- Etc.



Entire workforce + third parties

► All workers must know...



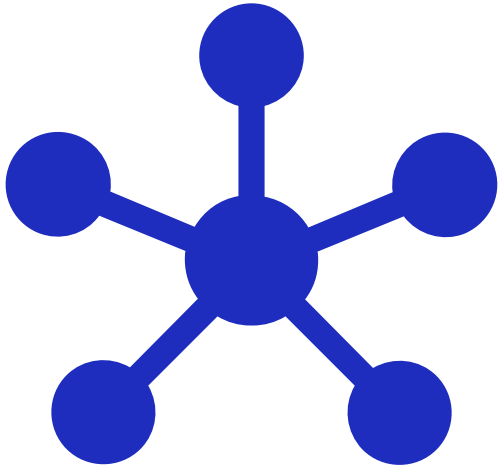
- Which behaviours will not be tolerated
- Where to access resources
- How to report cases
- That reports will be treated confidentially, timely, seriously, and sensitively
- Everyone is responsible for reporting
- The damage caused by violence and harassment
- That protection against any forms of retaliation will be guaranteed

▶ Training for managers/supervisors should cover:

- ▶ The enterprise policy and associated procedures
- ▶ National legislation
- ▶ How to handle a complaint
- ▶ How to identify risks
- ▶ How to manage conflict at work
- ▶ How to create a respectful, inclusive and safe work environment



► Mainstreaming the policy



Other relevant company policies

- OSH
- Whistleblowing
- Complaints and grievances
- Equality and non-discrimination
- Supplier code of conduct

Supplier Code of Conduct (extract)

Labor and Human Rights

Apple believes all workers in our supply chain deserve a **fair and ethical workplace**. Workers must be treated with the utmost **dignity and respect**, and Apple Suppliers shall uphold the highest standards of **human rights**.

Anti-Discrimination

Supplier shall **not discriminate** against any Worker based on age, disability, ethnicity, gender, marital status, national origin, political affiliation, race, religion, sexual orientation, gender identity, union membership, or any other status protected by applicable national or local law, in hiring and other employment practices. Supplier shall not require pregnancy or medical tests, except where required by applicable laws or regulations or prudent for workplace safety and shall not improperly discriminate based on test results.

Anti-Harassment and Abuse

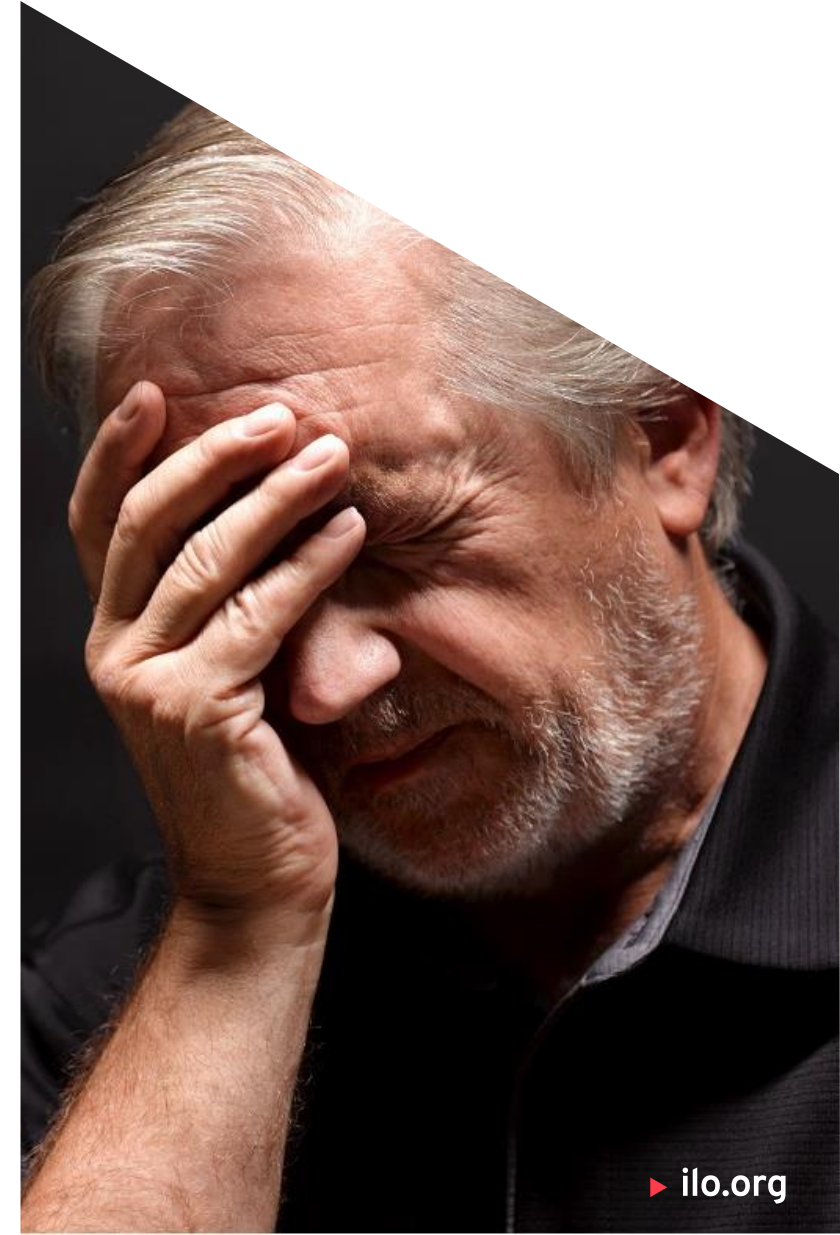
Supplier shall commit to **a workplace free of harassment and abuse**. Supplier shall not threaten Workers with, or subject them to, harsh or inhumane treatment, including but not limited to verbal abuse and harassment, psychological harassment, mental and physical coercion, and sexual harassment.

▶ Reporting and complaints procedures

These should be:

- ▶ Easily accessible
- ▶ Safe
- ▶ Fair
- ▶ Effective
- ▶ Gender-responsive

Reporting should be easy!



▶ Handling complaints

**Prevent disputes and
avoid escalation**



Handle complaints:

- ▶ As quickly as possible
- ▶ By staff who are trained, gender-responsive, and competent
- ▶ In such a way that the dignity and privacy of the parties involved are protected
- ▶ In a fair and transparent way.

► Resolving complaints: Five steps

1. Activate the process
2. Determine if a formal investigation is needed
3. If so, investigate the complaint.
4. Consider investigation report and act accordingly.
5. Document, provide feedback, and close.



▶ When investigating an incident or complaint (1)

- ▶ Consult
- ▶ Be neutral, objective, and fair
- ▶ Put safety and well-being first
- ▶ Determine whether case is genuine
- ▶ Keep identities confidential
- ▶ Communicate process and outcomes
- ▶ Protect everyone involved from retaliation



► When investigating an incident or complaint (2)

- Prepare report
- Share report with appropriate staff
- Take corrective action
- Support and assist the victim(s)
- Work with the authorities if necessary
- Keep records
- Review risk prevention and control measures

► How to bring the policy to life

Time for action

- Publicly endorse the anti-violence and harassment policy
- Evaluate whether the organizational culture contributes to risks
- Mainstream action on violence and harassment into core operations

Words are not enough!



► An inclusive, healthy and safeguarding organizational culture:



- Does not permit or reward violence and harassment
- Is civil (and not hostile)
- Is inclusive (and not discriminatory)
- Encourages collaboration
- Has strong (and constructive) communication processes
- Has in place (and uses) good policies

Ultimately company leadership is responsible

► How to create an appropriate organizational culture (1)

- Review the company's structure and composition
- Strive for gender-balance
- Promote under-represented groups, including women, in supervisory and top management positions
- Clarify the power dynamics within the organization



► How to create an appropriate organizational culture (2)

- Include behavioural expectations in performance appraisals
- Set concrete goals for improving physical and mental health, and safety of workers
- Remember that a lack of reports of violence and harassment does not mean that there is no risk of it happening



▶ Monitoring and reporting

- ▶ Monitor and evaluate every year
- ▶ Obtain worker feedback
- ▶ Produce plan for action moving forward
- ▶ Produce report

Risk self-assessment

Company data on
cases reported

Ask what happened,
how, and why

Anonymous staff
survey

Hotlines

Feedback boxes

Share report with the entire workforce & third parties