



**Asia-Pacific  
Economic Cooperation**

**Advancing** Free Trade  
for Asia-Pacific **Prosperity**

# **Public and Private Sectors' Strategies to Prevent Gender-based Violence, Reduce Costs and Develop Capacity in APEC Economies**

**APEC Policy Partnership on Women and the Economy**

December 2017

APEC Project: PPWE 03 2016

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APEC#218-PP-01.2

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## ACKNOWLEDGMENTS

This study was prepared for the APEC Project: “Towards the Construction of Public-Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies” by the authors Carla Tamagno and Cheri Varnadoe of SMART Global Development, with support from Christin Schulze, Shirley Galvez, Norma Velasquez and Angela Acosta. The project was overseen by Mery Yanet Vargas Cuno of the Ministry of Women and Vulnerable Populations - Peru. Invaluable technical assistance and document review were provided by Christine Brendel of ConVoMujer/GIZ and Dr Aristides Vara-Horna of USMP.

Members of the Policy Partnership on Women and the Economy (PPWE) in Australia; Japan; Korea; Mexico; New Zealand; Peru; Philippines; Chinese Taipei; Thailand and Viet Nam completed the study survey and, in the cases of Australia; New Zealand; Chinese Taipei and Thailand, also facilitated contact with companies in the private sector.

## ACRONYMS

APEC	Asia-Pacific Economic Cooperation
BIP	Batterer Intervention Programs
CDC	Center for Disease Control and Prevention (US)
COAG	Council of Australian Governments
CSR	Corporate Social Responsibility
DOJ	Department of Justice (US)
DFV	Domestic and Family Violence
DSWD	Department of Social Welfare and Development (Philippines)
DV	Domestic Violence
DVP	Domestic Violence Prevention
EEOC	Equal Employment Opportunity Commission (US)
GBV	Gender-based Violence
GDP	Gross Domestic Product
GFP	Gender Focal Point
GT	Gender Theory
HHS	Health and Human Services
HWHE	Healthy Women, Healthy Economies
IACVAWC	Interagency Council on Violence Against Women and Their Children (Philippines)
IMP	Inequitable Management Patterns
IPV	Intimate Partner Violence
M&E	Monitoring and Evaluation
MIMP	Ministry of Women and Vulnerable Populations (Peru)
NDVFRI	National Domestic Violence Fatality Review Initiative

NGO	Nongovernmental organization
NNEDV	National Network to End Domestic Violence
OECD	Organization for Economic Cooperation and Development
OVW	Office on Violence against Women (US)
PWC	Philippine Commission on Women
UN	United Nations
USAID	United States Agency for International Development
VAW	Violence Against Women
VAWP	Violence Against Women Prevention
VAWPP	Violence Against Women Prevention Programs or Projects
WCC	Women Crisis Center
WCPU	Women and Children Protection Unit (Philippines)
WEC	Women's Emergency Centers (Peru)
WHO	World Health Organization

## EXECUTIVE SUMMARY

This study on successful experiences executed in APEC economies by the public and private sectors to prevent violence, reduce costs and develop capacity in companies, is part of the Project Towards the Construction of Public-Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies by the Policy Partnership on Women and the Economy (PPWE), implemented by the Ministry of Women and Vulnerable Populations of Peru.

This study is a review of primary and secondary information obtained through surveys, a literature review and internet search of policies and programs which address the prevention of violence against women (VAW) in APEC economies. The focus of the study is to describe and systematize those experiences, with a focus on intimate partner violence (IPV) and the costs of this violence. Interventions undertaken by companies individually, in consortia, or in conjunction with other private or public-sector actors received additional attention in pursuing best practices to share with APEC economies. Of the 21 economies contacted, only those that responded to the survey with information about private and/or public-private experiences were included in this report: Australia; Canada; New Zealand; Peru; Philippines; Chinese Taipei; Thailand and the United States. Their experiences were considered from the stand point of impact or potential for impact to reduce VAW and its harmful effects on society and the economy.

Chapter One will provide antecedents to this study, information about VAW and its cost in APEC economies, and further detail on the Conceptual Framework and Methodology used in the research. Chapters Two through six will present VAW prevention experiences in the economies of Australia, Canada, New Zealand, Peru, Philippines and the United States. Each chapter provides a general context of its respective economy's situation vis-à-vis VAW – prevalence, costs to the economy if known and policy responses by the member economy. A review of public, private and public-private programs to prevent VAW will follow.

The study demonstrates that economies look to the public sector to create policies that guide activities in the public and private sectors, often as a result of pressure from civil society. Most public programs are reactive in nature, focused on providing relief and assistance to those affected by violence against women. The costs associated with these programs are more obvious since they are usually incurred post-violence, involving law enforcement, healthcare systems and the judicial system. Programs exist in many of the studied economies to improve the quality of these services to support survivors and strengthen sanctions for perpetrators. These services are necessary to not only alleviate the suffering, but also as part of the effort to end the cycle of violence.

More likely to end the cycle of violence (or reduce its prevalence), however, are preventive programs, such as anti-violence and gender equality curricula in schools to

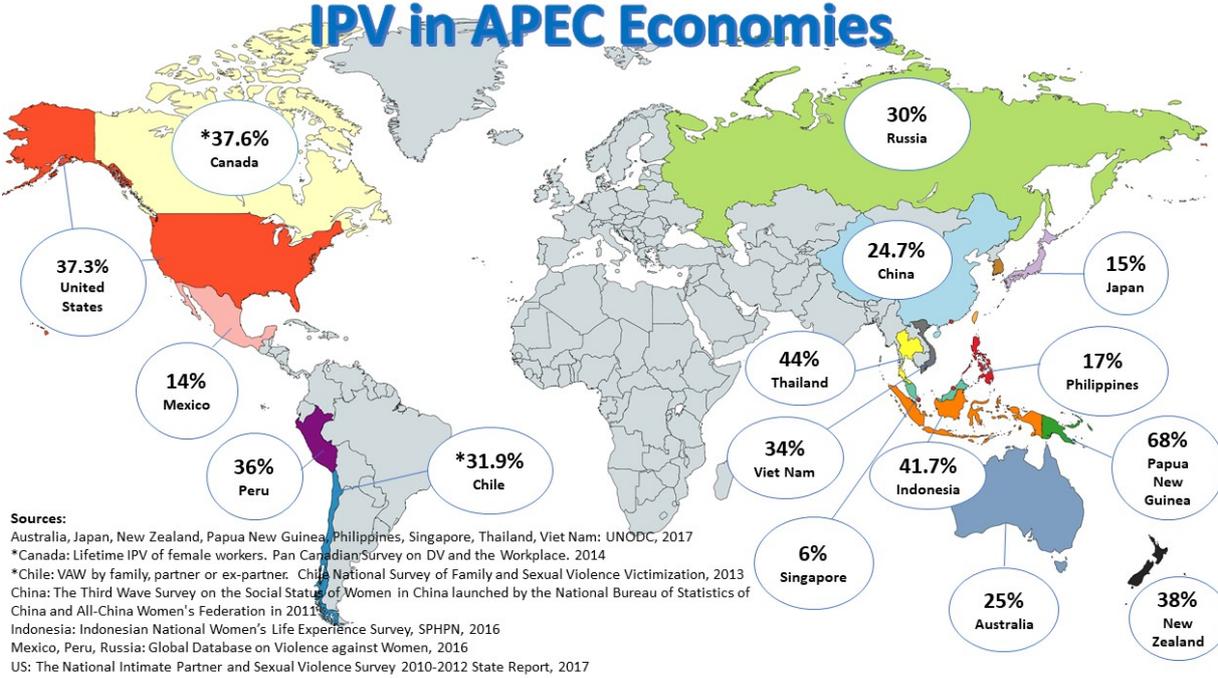
reach the populace in formative years, changing norms and cultural attitudes. This is a growing trend in several APEC economies and one area where public-private alliances can augment the impact. Other areas of collaboration between the public and private sectors include interventions which receive public funding to deliver services in their areas of expertise such as education, workplace training programs, and company referrals of abused employees to the appropriate public services. Recognition from public and private sector organizations can be strong incentives for companies to implement VAW prevention programs.

Company programs to prevent VAW are still the exception; non-existent in most of the APEC economies, but growing in the more developed economies such as Australia, Canada and the United States. For some companies, what began as external cause marketing campaigns, has become a more integrated part of their corporate culture with internal awareness campaigns and VAWP policies with benefits like flexible working hours and paid leave for those affected by violence. There is also a growing trend toward staff training to enable employees and managers to detect and refer cases of violence against women before they escalate and possibly create further risks to the abused, the company, its employees and clients. Internal and external awareness campaigns are still executed by socially minded companies in some of the economies. These have considerable power to change social attitudes, especially when accompanied by favored brands and/or celebrities, and directed at youth who are still forming their values.

Based on the experiences reviewed, it is recommended that economies create strong public strategies to combat violence against women, complete with prevention policies, resource allocation, programs necessary to implement these strategies, monitoring and evaluation, and long-term planning. This should involve the private sector, which has a stake in the prevention, not only for responsible corporate citizenry, but also from a cost/benefit standpoint. The public sector can provide motivations for private companies (financial incentives, recognition) as well as legal framework that empowers employers to take steps to prevent or protect against IPV in the workplace. The public sector can recruit the expertise of the private sector in design and implementation of these interventions. Companies have decades of experience in marketing and branding to change public perceptions. Companies and other private sector actors, such as the media, religious, social and cultural organizations have considerable influence in their members' lives and can play a critical role in changing the cultural perceptions which allow violence against women to perpetuate. Strong communication and collaboration between the private and public sectors can take advantage of the benefits and expertise of each sector, using these synergies to create more innovative solutions to this massive problem together.

# CHAPTER 1: CONCEPTUAL FRAMEWORK AND METHODOLOGY

Violence against women (VAW) is prevalent throughout the world and affects women from all socioeconomic strata, cultures, and nationalities. It contributes to the origin of gender hierarchies and imbalance of power between men and women in communities and families. According to the World Health Organization, 3 out of every 10 women in the world have suffered physical violence from an intimate partner, which is the most common type of violence.<sup>1</sup> As shown in the graphic representation of IPV seen below, rates of IPV in APEC economies range from 6% in Singapore to 68% in Papua New Guinea. The consequences of violence are damaging to the physical and mental well-being of the victims and others, making it an acknowledged issue of public health. It also slows down the economic development of countries as it involves large social and economic costs.<sup>2</sup>



The economies of the Asia-Pacific Economic Cooperation (APEC) cannot underestimate this issue. VAW prevents women from exercising their rights, excludes them from human capital, and reduces their productivity<sup>3</sup>. One study notes that being employed is critical to reducing the effects of violence and abuse suffered by women. The security of having a job helps them maintain their personal and economic stability.

<sup>1</sup> UNWOMEN. (2017). Facts and figures: Ending violence against women. Retrieved from: <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures>  
<sup>2</sup> UN WOMEN. (2009). Training of Police and Prosecutors. Retrieved from: <http://evaw-global-database.unwomen.org/en/countries/asia/thailand?formofviolence=b51b5bac425b470883736a3245b7cbe6>  
<sup>3</sup> Asian Development Bank. (2014). Ending Violence against Women in Asia and the Pacific. Retrieved from: <https://www.adb.org/news/features/ending-violence-against-women-asia-and-pacific>

However, women continue to face barriers to entering, remaining, and advancing in the labor market.<sup>4</sup>

The constraints of the female labor market cost APEC economies \$89 billion annually, with approximately 600 million women in the workforce<sup>5</sup>. The impact of increased female participation in the labor force would be significant. For example, in a scenario of increased female participation in the labor force, it was estimated that the Gross Domestic Product would increase by 5% and 9% in the United States and Japan respectively.<sup>6</sup>

## Background

Given these economic growth considerations, APEC Leaders committed in 2013 to promoting integration of gender considerations into APEC activities. To address how a lack of health care prevents women's economic participation in the workforce, the "Healthy Women, Healthy Economies" initiative was launched the following spring.<sup>7</sup> It groups the barriers to health care in five categories:

- Workplace Health and Safety
- Health Access and Awareness
- Sexual and Reproductive Health
- Gender-based Violence
- Work/Life Balance.

An extensive literature review<sup>8</sup> distinguishes three overlapping components of gender-based violence, which is experienced by 35% of women worldwide<sup>9</sup>:

**1. Sexual Harassment in the Workplace** – Sexual harassment is defined by the US Equal Employment Opportunity Commission as a form of sex discrimination which manifests in "unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or

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<sup>4</sup> Kahui, S., Ku, B. & Snively, S. (2014). Productivity Gains from Workplace Protection of Victims of Domestic Violence. Retrieved from:

<https://www.psa.org.nz/assets/Reports/Workplace+Productivity+Improvements+for+DV+21+May+2014.pdf>

<sup>5</sup> Asia – Pacific Economic Cooperation. (2016). Policy Partnership on Women and the Economy Working Group. Retrieved from: <https://www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Policy-Partnership-on-Women-and-the-Economy>

<sup>6</sup> Hewlett, S. (2012). More Women in the Workforce Could Raise GDP by 5%. Retrieved from: <https://hbr.org/2012/11/more-women-in-the-workforce-could-raise-gdp>

<sup>7</sup> Asia – Pacific Economic Cooperation & USAID. (2016 a). APEC "Healthy Women, Healthy Economies" Implementation Workshop: From Vision to Action. Retrieved from: <http://healthywomen.apec.org/wp-content/uploads/HWHE-2016-Workshop-Outcomes-Report.pdf>

<sup>8</sup> Asia-Pacific Economic Cooperation & USAID. (2015). HEALTHY WOMEN, HEALTHY ECONOMIES LITERATURE REVIEW.

<sup>9</sup> UN Women. (2016). Global Database on Violence against Women. Retrieved from: <http://evaw-global-database.unwomen.org/en>

offensive work environment”.<sup>10</sup> While the extent of the problem is unknown, experts agree that it is pervasive, that women are particularly vulnerable, and that it influences their performance and overall experience in the workplace.

**2. Vulnerable Female Migrant and Mobile Workers** – Studies have found that migrant women are more susceptible to violence and less able to defend themselves from violence.

**3. Intimate Partner Violence** - The World Health Organization defines Intimate Partner Violence (IPV) as “behaviour within a relationship that causes physical, sexual, or psychological harm including acts of physical aggression, sexual coercion, psychological abuse and controlling behaviours” and covers both current and former partners and spouses.<sup>11</sup> Roughly one out of four women experience abuse by an intimate partner in their lifetime.<sup>12</sup>

The APEC Women and the Economy 2016 Forum “Breaking Barriers to the Economic Integration of Women in the global Market” acknowledged that gender-based VAW is highly prevalent in the economies and that it not only violates women’s and girl’s rights, but causes significant economic costs e.g. in the provision of health services and the loss of income. Thus, it further recognized that a better working environment and strategies of gender-based violence prevention would have positive effects on health, productivity and earnings. As a result, the forum encouraged the APEC economies together with the private sector, to disseminate information and facilitate communication campaigns to prevent VAW. It recommended the establishment of Public-Private Partnerships to develop and implement violence prevention strategies, in the home, workplace and in public spaces.<sup>13</sup>

Due to power imbalances between men and women around the world and the effects of patriarchal societies, the victims of gender-based violence are mostly women, thus the synonymous term VAW. This is the first study to explore successful practices in APEC economy companies to prevent VAW in relationships. The purpose is to identify the successful interventions, analyse them for lessons learned and apply best practices across APEC economies based on the evidence available. Focus has been paid to programs and interventions in private companies, as well as public programs that engage private companies, as they have the potential to motivate actors in public and private sectors both on the basis of financial incentives and rights-based

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<sup>10</sup> EEOC. (2017). Facts about sexual harassment. Equal Employment Opportunity Commission (US). Retrieved from: <https://www.eeoc.gov/eeoc/publications/fs-sex.cfm>

<sup>11</sup> World Health Organization & London School of Hygiene and Tropical Medicine (2010). Preventing intimate partner and sexual violence against women: taking action and generating evidence. Geneva: World Health Organization. Page 11. Retrieved from: [http://apps.who.int/iris/bitstream/10665/44350/1/9789241564007\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/44350/1/9789241564007_eng.pdf?ua=1)

<sup>12</sup> Franklin and Kercher, 2012 as cited in Asia-Pacific Economic Cooperation & USAID, 2015.

<sup>13</sup> Asia-Pacific Economic Cooperation. (2016). APEC Women and the Economy 2016 Forum Statement. Retrieved from: [https://www.apec.org/Meeting-Papers/Sectoral-Ministerial-Meetings/Women/2016\\_women.aspx](https://www.apec.org/Meeting-Papers/Sectoral-Ministerial-Meetings/Women/2016_women.aspx)

arguments.<sup>14</sup> Due to time and resource constraints, the study scope is limited to IPV, generally considered to be the most pervasive of the types of VAW. The findings presented here are merely the tip of the iceberg since this issue is vast, complex and relatively new to corporate consciousness.

### Conceptual Framework

One of the most powerful resources to support the struggle against VAW is Gender Theory (GT), a conceptual model that explains the origin and dynamics of VAW under a system of unequal power relations. This study addresses VAW and VAWP from the conceptual framework of Gender Theory.

*...two specific risk factors appear to be strongly associated with intimate partner and sexual violence – the unequal position of women in a particular relationship and in society (which is underwritten by ideologies of male superiority); and the normative use of violence to resolve conflicts (and during political struggles). These factors are manifested by distinct and hierarchical gender roles, notions of male sexual entitlement, the low social value and power of women, and ideas of manhood linked to the control or “disciplining” of women. These in turn are linked to factors such as low levels of education among women; few public roles for women; the lack of family, social and legal support for women; and the lack of economic power for women (Jewkes, 2002). For the effective prevention of intimate partner and sexual violence, it is vital to shed a strong light on how gender norms and gender inequality and inequity are related to such violence. A thorough understanding based on sound empirical evidence of how gender norms and gender inequality and inequity function as risk and protective factors for, and as causes of, intimate partner and sexual violence in different sociocultural contexts is required. Acquiring such an understanding should be a top priority of research into the risk and protective factors for intimate partner and sexual violence.<sup>15</sup>*

Violence Against Women encompasses many types of violence which are beyond the scope of this study. Here we address the most common form of VAW, which is IPV defined as violence perpetrated against one of the partners (usually the woman) in an intimate partner relationship. The relationship may be dating, cohabitating, married, separated or divorced. This violence may be physical, sexual, psychological, and/or economic.

“The overwhelming burden of IPV (physical, sexual and emotional) and of sexual violence is borne by women at the hands of men”.<sup>16</sup> Since this study addresses IPV experienced by women, the term ‘aggressor’ will refer to a man committing acts of IPV and ‘survivor’ or ‘victim’ will refer to the woman being abused.

Because types of VAW are measured and referred to differently in the economies, various terms are used throughout this report. VAW or Gender-based Violence (GBV) is any violence perpetrated against women, whereas, as previously stated, the majority

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<sup>14</sup> Walker, D. & Duvvury, N. (2016). Costing the impacts of gender-based violence (GBV) to business: a practical tool. Overseas Development Institute - ODI (2016). Retrieved from: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/10288.pdf>

<sup>15</sup> World Health Organization/London School of Hygiene and Tropical Medicine (2010). Preventing intimate partner and sexual violence against women: taking action and generating evidence. 31-32. Retrieved from [http://www.who.int/violence\\_injury\\_prevention/publications/violence/9789241564007\\_eng.pdf](http://www.who.int/violence_injury_prevention/publications/violence/9789241564007_eng.pdf)

<sup>16</sup> Ibid., 3.

of VAW is IPV. Some countries report on Spousal Violence, which excludes intimate partners who are not or have not been married. Some economies measure Domestic or Family Violence which is physical, psychological, and sexual abuse perpetrated against a member of one's own household. This would include elder abuse and child abuse, along with IPV. VAW is a complicated social issue and the various forms often happen simultaneously. For consistency, effort has been made to capture data that measures IPV.

## **Methodology**

To complete the study of successful experiences in the APEC economies by the public and private sectors to prevent violence, reduce costs and develop capacity in companies, the following steps were taken to collect and organize the necessary information:

1. Contact with PPWE Focal points (GFP)<sup>17</sup> in 21 APEC economies to gather information from their countries on public, private, and public-private experiences to prevent violence and reduce costs in companies through a standardized survey. To that end, two instruments were designed; one aimed at public sector departments working on violence prevention and the other on companies with experience in violence prevention.
2. Interviews with those responsible for successful private/public experiences from the 21 APEC economies that responded to the survey. This was conducted via an emailed questionnaire to the PPWE contacts in the APEC economies. Economies that responded to the survey were considered for inclusion in the study, based on their identification of successful public-private and/or private sector experiences with VAWPP (Appendix A).
3. A web-based algorithmic search was conducted on successful experiences to prevent VAW, reduce costs, and build capacity in companies in APEC economies.
4. Coordination and consultation on experiences or similar studies with the Policy Area of the APEC Secretariat.
5. Comparative analysis of the points of convergence and similarities of successful experiences.
6. Common obstacles of the economies were considered through comparative analysis.
7. Review and analysis of the achievements, impacts and challenges of successful experiences.

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<sup>17</sup> Gender Focal Points were identified by the APEC Secretariat as each economy's members of the Policy Partnership on Women and the Economy

## 8. Presentation of infographics of some economies and experiences.

### **Response from APEC Economies**

As described in the methodology, contact was made with PPWE GFP of the 21 APEC economies to solicit information about public and private sector policies and programs related to VAW, especially those of private companies. Questionnaires were emailed to GFP from the research team and from the APEC Secretariat on behalf of the Project Overseer, with two weeks or longer to complete the questionnaires (Appendix A).

Of the 21 economies contacted, ten economies completed questionnaires by the deadline. Two additional economies referred the research team to other agencies for more information. These 12 economies – Australia; Canada; Japan; Korea; Mexico; New Zealand; Peru; the Philippines; Chinese Taipei; Thailand; United States and Viet Nam – were considered for inclusion in this report, as was outlined in the study methodology. As the goal of this study is to highlight best practices for private sector and public-private collaboration, the six economies which provided sufficient information to analyse their successful private and/or public-private experiences were chosen for further elaboration in this report: Australia; Canada; New Zealand; Peru; the Philippines; and the United States.

PPWE contacts in Australia, New Zealand, Chinese Taipei, and Thailand were helpful in directing the research team to Successful Private Sector VAW Prevention Experiences. Additional follow up by the research team yielded 30 interviews or completed questionnaires about public or private VAWPP. Valuable input was also received from APEC economy delegates and experts at the International Workshop in Lima, Peru on November 13 and 14, 2017.

### **Analysis**

A Successful VAWP Experience is defined as an evidence and/or results based good practice aimed at reducing VAW. The study methodology includes systematization of experiences in APEC economy organizations. In cases where enough information was available, experiences were considered according to several factors that reflect potential to prevent VAW in the medium and long term. Interviews with experts, implementers of VAWPP and a literature review identified five primary indicators which were incorporated in the analysis: Focus, Impact, Resource Allocation, Monitoring and Evaluation, and Sustainability, or VAWP FIRMS.

**Focus** – Two types of interventions have been identified in the literature<sup>18</sup>: 1) Reactive - acting to solve a problem or control a threat, and 2) Proactive - acting to take advantage of an opportunity or innovate with new products or services. Proactive prevention happens at three levels: primary - to prevent something from occurring,

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<sup>18</sup> Vara-Horna, A. et al (2015). Modelo de gestión para prevenir la violencia contra las mujeres. Una propuesta integral para involucrar a las empresas en la prevención de la violencia contra las mujeres en relaciones de pareja. Lima: ComVoMujer & USMP. Retrieved from [http://www.administracion.usmp.edu.pe/investigacion/files/Modelo\\_gesti%C3%B3n\\_prevenir\\_VcM.pdf](http://www.administracion.usmp.edu.pe/investigacion/files/Modelo_gesti%C3%B3n_prevenir_VcM.pdf)

secondary - to identify the problem in a timely manner, and tertiary - to address the problem when it has already caused damage, to prevent its expansion; with primary prevention being the most important and effective, in the long term. While reactive programs are necessary to care for the victims of VAW and sanction/change the behaviours of abusers, proactive programs are more effective in preventing VAW in the long term.

**Impact** – The more an intervention is tied to evidence based good practices such as 1) addressing factors known to influence the cycle of domestic violence, 2) improving gender equality in ways that change the power balance that contributes to VAW, and 3) changing the societal norms that allow the perpetuation of VAW, the more impact it is likely to have.

**Resource Allocation** – A policy without a strategy and dedicated resources for implementation is like an automobile without gasoline. It will not take you anywhere. Many economies have laws to sanction VAW, but without dedicated resources to enforce those laws and change societal attitudes so that infractions are reported, laws often go unheeded. To be effective, a VAWPP needs people to execute it and a budget to finance it, preferably for the long term.

**Monitoring and Evaluation (M&E)** –The World Bank defines monitoring as a “continuing function that aims to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results”.<sup>19</sup> Regular collection of information, or metrics aligned with goals, is necessary for subsequent evaluation, learning and decision-making. Given that VAWP competes with many other priorities for scarce resources, it is critical that interventions produce positive results and that any unintended consequences are observed and adjusted for in a timely manner. M&E also aids in the collection of much needed data about VAWP.

**Sustainability** – Does the intervention have staying power? Is it a one-time VAWP awareness activity with little likelihood of gaining traction or an organizational management model designed for the long term, with guarantees of budget allocation for VAW prevention programs and policies? Several elements (resources, policies, long range planning, metrics, and leadership commitment) are necessary for an intervention to endure and have positive impact over the long term.

With the study indicators thus defined, chapters two through nine will present VAWP experiences in the economies of Australia; Canada; New Zealand; Peru; the Philippines; Chinese Taipei; Thailand and the United States. Each chapter will provide a general context of its respective economy’s situation, i.e. VAW prevalence and costs to the economy, if known. A review of public, private and public-private policies and

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<sup>19</sup> Sera, Y., & Beaudry, S. (2007). Monitoring & Evaluation: Tips for Strengthening Organizational Capacity. Retrieved from World Bank Small Grants Program: <http://siteresources.worldbank.org/INTBELARUS/Resources/M&E.pdf>

programs to prevent VAW will follow. Next, some conclusions are drawn about each economy's activities and progress toward preventing VAW and involving the private sector in addressing this global problem. Finally, based on the experiences and literature reviewed, some recommendations are offered to share best practices across APEC economies.

## CHAPTER 2: AUSTRALIA

### 2.1 Prevalence and Cost of VAW

One in four Australian women has experienced violence by an intimate partner since the age of 15<sup>20</sup>, with 1 woman killed every week at the hands of her partner<sup>21</sup>. For Indigenous women, these numbers are as much as 32 times higher.<sup>22</sup>

According to two recent key studies, Violence Against Women and their Children (VAWC) cost Australia \$22 billion in 2015-16.<sup>23, 24</sup> Governments bore \$4.2 billion of the cost to deliver health services, criminal justice and social welfare for those affected by VAWC. Survivors bore \$11.3 billion of the total costs and the community, children of women experiencing violence, perpetrators, employers, friends and family bore \$6.5 billion of the total costs. If no further action is taken to prevent VAW, it is projected that costs will accumulate to \$323.4 billion over a thirty-year period from 2014-15 to 2044-45.<sup>25</sup>

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<sup>20</sup> Australian Bureau of Statistics. (2016). Personal Safety, Australia, 2016. Key findings. Retrieved from <http://www.abs.gov.au/ausstats/abs@.nsf/mf/4906.0>

<sup>21</sup> Australian Bureau of Statistics. (2016). Recorded Crime, Victims. Australia. Retrieved from <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4510.0~2016~Main%20Features~Victims%20of%20Family%20and%20Domestic%20Violence%20Related%20Offences~6>

<sup>22</sup> Productivity Commission. (2016). *Overcoming Indigenous Disadvantage: Key Indicators 2016 report*. Retrieved from: <https://www.pc.gov.au/research/ongoing/overcoming-indigenous-disadvantage/2016/report-documents/oid-2016-overcoming-indigenous-disadvantage-key-indicators-2016-report.pdf>

<sup>23</sup> KPMG (2016). *The cost of violence against women and their children in Australia*. Retrieved from [https://www.dss.gov.au/sites/default/files/documents/08\\_2016/the\\_cost\\_of\\_violence\\_against\\_women\\_and\\_their\\_children\\_in\\_australia\\_-\\_final\\_report\\_may\\_2016.pdf](https://www.dss.gov.au/sites/default/files/documents/08_2016/the_cost_of_violence_against_women_and_their_children_in_australia_-_final_report_may_2016.pdf)

<sup>24</sup> PWC (Australia) & Victorian Health Promotion Foundation. (2015). *A high price to pay: The economic case for preventing violence against women*. Melbourne, Vic.: PWC. Retrieved from <https://www.pwc.com.au/pdf/a-high-price-to-pay.pdf>

<sup>25</sup> PWC (2015). *A high price to pay: The economic case for preventing violence against women*.

A survey in Australia<sup>26</sup> found that nearly a third of workers had personally experienced DV. Nearly half said the violence affected their capacity to get to work, the major reason being physical injury or restraint. In the last 12 months, 19% reported that the DV continued in the workplace, with 12% indicating it occurred in the form of abusive phone calls and emails, and 11% stating that it occurred by way of the violent person showing up at their workplace. Another study found that 67% of workers did not continue in the same workplace following IPV.<sup>27</sup> 60% had made significant changes to their employment because of IPV. Most workers who have experienced DV (59%) report a negative effect on their work performance - feeling distracted, anxious, and/or unwell.<sup>28</sup>

## 2.2 Violence Against Women Prevention

### 2.2.1 Public Sector Experiences<sup>29</sup>

#### A. National Plan to Reduce Violence against Women and their Children 2010-2022

In 2011, the Commonwealth, state and territory governments worked with the community to develop a 12-year National Plan to Reduce VAWC 2010-2022 (the National Plan). It focuses on the two main types of violent crimes that have a major impact on women in Australia—domestic and family violence and sexual assault. Research shows there is a strong link between VAW and their children and how people view the roles of women and men. The National Plan focuses on stopping violence before it happens, supporting women who have experienced violence, stopping men from committing violence, and building the evidence base to learn more about what works in reducing domestic and family violence (DFV) and sexual assault. Australia’s National Research Organization for Women’s Safety Limited (ANROWS) was established to build this evidence base.



Source: Department of Social Services

<sup>26</sup> McFerran, L. (2011). *Gendered Violence & Work: Key Findings - Safe at home, safe at work? National domestic violence and the workplace survey 2011*. Sydney: ADFVC, UNSW. Retrieved from [https://www.arts.unsw.edu.au/media/FASSFile/Key\\_Findings\\_National\\_Domestic\\_Violence\\_and\\_the\\_Workplace\\_Survey\\_2011.pdf](https://www.arts.unsw.edu.au/media/FASSFile/Key_Findings_National_Domestic_Violence_and_the_Workplace_Survey_2011.pdf)

<sup>27</sup> Franzway, S., Wendt, S., Moulding, N., Zufferey, C., Chung, D., & Elder, A. (2015). *Gendered Violence and Citizenship - The longterm effects of domestic violence on mental health, housing, work and social activity: Preliminary Report*. University of South Australia. Retrieved from <http://www.unisa.edu.au/PageFiles/71190/Gendered-Violence-and-Citizenship-report.pdf>

<sup>28</sup> Workplace Gender Equality Agency. (2016). Domestic violence is a workplace issue; Australian developments 2009-2016. Australian Government Workplace Gender Equality Agency. Retrieved from <https://www.wgea.gov.au/sites/default/files/mcferran-domestic-violence-workplace-issue-australian-developments.pdf>

<sup>29</sup> Unless otherwise noted, information for public experiences was provided by PPWE Australia

In 2016, the Council of Australian Governments (COAG) National Summit on Reducing VAWC brought practitioners, academia, survivors, business and civil society together in their shared efforts to address VAWC, where they announced the launch of a \$30 million National Media Campaign against Family and Domestic Violence.

Numerous government ministries/departments, such as the Australian Army, as well as states and territories have obtained or are in the process of acquiring White Ribbon Workplace Accreditation<sup>30</sup>, demonstrating a strong public-sector commitment to policies, procedures, programs and long-term budgets for VAWP.

## **B. State and Territory VAWPP**

In addition to the National Plan with its corresponding \$30 million media campaign, all eight Australian states and territories have established action plans to address domestic and family violence. These strategies include dedicated budgets (from \$12 million over three years in the Northern Territory to \$572 million over two years in Victoria), policies and programs (some involving private companies) to insure sustainability.<sup>31</sup>

## **C. Studies to determine cost of VAW**

An established best practice in addressing a social problem is to determine the extent of the problem along with related factors and associated costs. As part of Australia's policy implementation, two key studies were commissioned in recent years to better understand the costs associated with VAWC in Australia. The findings of these studies confirmed the magnitude of Australia's VAW problem which costs Australian society over \$22 billion per year.

[KPMG \(2016\), The cost of violence against women and their children in Australia](#), commissioned by the Australian Department of Social Services

[PWC, Vic Health and Our Watch \(2015\), The economic case for preventing violence against women: A high price to pay](#), commissioned by Our Watch and the Victorian Health Promotion Foundation (VicHealth).

## **D. Tasmania Department of Premier and Cabinet (DPAC) <sup>32</sup>**

### **Background**

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<sup>30</sup> White Ribbon Workplace Accreditation recognizes workplaces that are taking active steps to prevent and respond to violence against women. It is explained in more detail later in this chapter, under private sector experiences.

<sup>31</sup> See Appendix B for more details on each State or Territory strategy.

<sup>32</sup> Source: Survey response from Brook Teale, Senior Policy Analyst, DPAC, Tasmanian Government

In August 2015, the Tasmanian Government launched Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020 (Safe Homes, Safe Families), which allocates \$26 million in new and direct actions under three priority areas: changing attitudes and behaviors that lead to family violence; supporting families affected by family violence; and strengthening its legal responses. 'Roll out White Ribbon Workplace Accreditation Program (see under Private Sector Experiences for more detail on this accreditation) across all Tasmanian Government departments' is Action 5 of Safe Homes, Safe Families. By undertaking accreditation, departments are demonstrating a collective commitment to stopping VAW, reinforcing that family violence is a workplace issue; and setting a standard for other Tasmanian employers to work towards. With the Department of Premier and Cabinet, the lead agency for Safe Homes, Safe Families, and with the Secretary in the dual role of Head of the Tasmanian State Service, it was important for the Department to demonstrate leadership by participating in the first cohort of agencies to undertake accreditation.

### **About the Experience**

DPAC of Tasmania chose to work with White Ribbon because it is internationally recognized and has been evaluated by human resources, human rights, DV and education professionals. Participation in the program provided a structured and holistic approach to create a culture of gender equality and respectful relationships, which supports the prevention of VAW. After a rigorous 18-month process to demonstrate DPAC's commitment to cultural change in preventing and responding to VAW in the workplace, White Ribbon Workplace accreditation was successfully attained. Estimated and actual costs of implementation were required as evidence under the accreditation process.

White Ribbon Budget 2016/17 TO 2018/19	
ITEM	COST
White Ribbon Walk	\$6,000
White Ribbon Night	\$6,000
White Ribbon Mother's Day Classic team	\$4,000
White Ribbon Promotional and publicity (including Pins, T-Shirts, Managers tools, referral cards)	\$5,000
White Ribbon Resourcing (0.5 FTE Band 6) part of HR Team resourcing	\$63,000
White Ribbon Staff Training	\$20,000
White Ribbon Manager and Supervisor training	\$20,000
Development of White Ribbon Training for NGO's and Community organizations free of charge	\$20,000

Challenges faced by DPAC of Tasmania included resource allocation and employee resistance. Considerable human resource costs were required to implement changes necessary to achieve accreditation such as governance, gathering of information [e.g. surveys], and developing resources [e.g. information sheets, online training module etc.]. Also, resistance from some of the male staff in relation to the emphasis on men as perpetrators of violence (e.g. 'not all men are violent') required attention. Program managers identified a lack of understanding of the role gender inequality and gender stereotypes play in contributing to cultural conditions that lead to family violence. This was addressed by engaging senior male staff as ambassadors to promote key messages, continuing education and staff dialogue.

### Results<sup>33</sup>

Findings from the White Ribbon Workplace Accreditation Program Follow-up Survey demonstrated significant progress in staff attitudes and awareness, for example:

- 93% of respondents felt that the organization had shown a commitment to addressing VAW.
- 63% of respondents reported that their awareness of the extent of men's VAW had changed over the past few months.

<sup>33</sup> More information available at [http://www.dpac.tas.gov.au/department/about\\_us/white\\_ribbon\\_at\\_dpac](http://www.dpac.tas.gov.au/department/about_us/white_ribbon_at_dpac) and <http://www.dpac.tas.gov.au/safehomessafefamilies>

- The number of employees that did not know if there were policies in place to address VAW in their workplace decreased from 49% to 3%.
- 94% of respondents agreed that sexuality explicit jokes were never or rarely acceptable in the workplace, an increase of 20% from the baseline result.
- 82% of respondents would say or do something to show they did not approve of someone at work telling a sexually explicit or sexist joke, an increase of 35% over the baseline result.
- Only 1% of respondents were not sure how to best help a colleague experiencing violence outside of work and only 1% were not sure how best to help a colleague experiencing violence at work, a substantial decrease from 20% and 15% in the baseline survey.

DPAC Tasmania plans ongoing activity and maintenance of White Ribbon Accreditation and roll out of White Ribbon Workplace Accreditation Program across all Tasmanian Government agencies.

### **Study Analysis for Public Sector Experiences**

Australia's public-sector scores high on all indicators for strong potential to prevent VAW. The National Plan and all eight State/Territory VAWP strategies provide the necessary reactive interventions to care for those affected by VAW, along with a focus on stopping violence before it happens (preventive). The potential impact is far reaching and long lasting because all eight states and territories have long range strategies and financed programs to prevent VAW, making this the most comprehensive public sector VAWPP of all the APEC economies. This decentralized approach also allows each region to address the problem in ways most suited to its area. The impact is multiplied by motivating companies to implement VAWP and collaboration with private sector organizations. Resources are being allocated in the multi millions of dollars, with designated staff, programs and projects. Additionally, numerous public agencies have received or are in the process of obtaining White Ribbon Workplace Accreditation, which implies the use of evidence based VAWPP (internally as well as externally) with monitoring and evaluation. M&E is also evident in Australia's studies on the cost of VAW, its establishment of ANROWS to build the evidence base to learn more about what works in reducing domestic and family violence and sexual assault. While relatively new (2011), these VAWPP contain elements of sustainability such as medium to long range planning, budgets, policies, and leadership commitment.

## **2.2.2 Public-Private Experiences**

### **A. White Ribbon Australia**

*White Ribbon is the world's largest movement of men and boys working to end men's violence against women and girls, promote gender equity, healthy relationships and a new vision of masculinity. It is a social movement motivating men to walk beside*

*women to build a society free from violence and disrespect towards women. White Ribbon was started by a handful of men in Canada in the early 90's. This movement began from them wanting to get involved and stop VAW. Prior to that it was traditionally seen as a women's issue. Since then it's spread to over 50 countries...*

*By engaging the community across multiple spheres of society, our primary prevention programs and White Ribbon State, Territory and Regional Committees promote a whole of community approach to eliminating VAW. As an organisation we use these initiatives to connect and support local projects and organisations and build community capacity to create community change. As we are all aware, it is not uncommon that organisations work in silos in addressing violence. White Ribbon works closely with committees to ensure that the national office and our supporters on the ground coordinate and communicate effectively across community engagement in their respective state/region.*

- Libby Davies, CEO, White Ribbon Australia <sup>34</sup>

White Ribbon works across public and private sectors, with collaborations that include the Australian Police, government and community services, health services, and the public education system touching hundreds of thousands with its anti VAW message through community events (over 1300 in 2016), campaigns, professional trainings and programs like Breaking the Silence. White Ribbon provided more detail on this program as one of its most successful VAWP experiences.

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<sup>34</sup> Thanks to Libby Davis (CEO, White Ribbon Australia), who participated in the Workshop and enriched the study with her presentation on 11/13/2017.

## White Ribbon: Breaking the Silence<sup>35</sup>

### Background

One in four children are exposed to DV, a recognized form of child abuse.<sup>36</sup> A 2009 Australian study<sup>37</sup> shows that young people are aware of and want to talk about the issue of violence and that violence supportive attitudes, norms, and relations are already visible among them. This study concludes that youth violence prevention can have lasting effects on later relationships, with school-based initiatives most effective when embedded as a 'whole of school' approach.

Based on this evidence, Breaking the Silence is a professional learning initiative for principals and teachers that provides foundational knowledge, tools and strategies to implement respectful relationships and violence prevention education programs in schools. The Pilot was developed in 2009 by Dr Sue Dyson, Australian Research Centre in Sex, Health and Society, La Trobe University, in partnership with the NSW Department of Education and Communities. It has been independently evaluated twice, informing the continuous improvement of program delivery including a revised blended learning format.<sup>38</sup>

The Program supports schools to bring about a whole of school commitment to stop VAW. It builds on existing initiatives to strengthen a culture of respect and equality at all levels of the school community – through curriculum, role modelling from staff, policies and procedures, DV education programs and strengthened family and community partnerships. Breaking the Silence is available to primary, secondary, and alternative school settings, and works alongside Department of Education across Australia.

### About the Experience

Breaking the Silence aims to support Schools to:

- engage in the prevention of men's VAW, gender equality, and strengthen a culture of respect
- gain foundational knowledge of MVAW, primary prevention, and gender equality
- be equipped with knowledge, tools and strategies to affect cultural change using a whole of school approach
- built on existing initiatives to strengthen a culture of respect.

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<sup>35</sup> Source: Survey response from Jennifer Mullen, Programs Senior Executive, White Ribbon Australia

<sup>36</sup> Australian Domestic and Family Violence Clearinghouse. (2011). The Impact of Domestic Violence on Children: A Literature Review. Retrieved from: <http://earlytraumagriev.anu.edu.au/files/ImpactofDVonChildren.pdf> p.3-4

<sup>37</sup> Flood, M., Fergus, L., and Heenan, M. (2009) Respectful relationships education: violence prevention and respectful relationships education in Victorian secondary schools, State of Victoria Department of Education and Early Childhood Development, Melbourne.

<sup>38</sup> More information available at <https://www.whiteribbon.org.au/stop-violence-against-women/get-school-involved/breaking-silence-program/>

Breaking the Silence is delivered across two calendar years to communities of schools at no charge. Participants complete 10 hours of professional learning: 1-hour eLearning and 2x 4.5 hours face-to-face workshops. School representatives take learning back to their broader executive team, meet with staff to develop initial plans for implementation using Breaking the Silence resources and supportive planning templates, access materials from the Online Library, and network with other schools on the Online Forum. Schools will run White Ribbon activities as part of existing initiatives, tailored to their local context. Participants have ongoing support including access to an Online Portal with an online library of best practice resources, an online forum, and eLearning courses, White Ribbon Ambassador support, and event support. The program receives philanthropic funding and funds raised from community fundraising.

## **Results**

Since its inception, 405 schools have participated nationally. During the 2016/17 school year, 108 schools participated, reaching 201 principals and teachers and 58,860 students across Australia.

Almost all evaluation respondents agree that Breaking the Silence is a valuable professional learning tool, has given them foundational knowledge of the issue of VAW, and has enabled them to integrate respectful relationships/violence prevention education through a whole of school approach.

## **Relationship with Public Initiatives**

White Ribbon works alongside the Education Department in each state and territory to deliver the Breaking the Silence Schools Program to ensure that the framework aligns with state and territory education policy and curriculum. Program facilitators are also all current or former Principals or Directors from White Ribbon Schools. White Ribbon also undertakes significant advocacy and policy development alongside government.

## **Study Analysis for White Ribbon Breaking the Silence Program**

Based on solid VAW evidence, this preventive program aims to stop violence before it happens by fostering non-violent, gender equitable attitudes in young people. In less than 10 years, it has already impacted tens of thousands of young people, with multiplier effects to their families and spheres of influence. Resources are being allocated in terms of funding for materials and personnel, both by White Ribbon and by the participating schools. This is a positive example of how public-private collaboration can increase impact, while reducing the economic burden on participating organizations. Monitoring and Evaluation is an important element which could be expanded for this program. The program is currently surveying participants for their perceptions of the program's value and tracking the number of people reached. It is also important to also collect the data necessary to evaluate fulfilment of the program's objectives, such as attitude changes in those exposed to the program or, possibly, changes in VAW prevalence over time in communities exposed to the program. The

program has been in effect for 10 years, with strong indications of sustainability, which would be enhanced by stronger M&E.

### **2.2.3 Private Sector Experiences**

#### **A. White Ribbon Australia Workplace Accreditation Program<sup>39</sup>**

##### **Background**

White Ribbon's Workplace Accreditation Program, started in 2012<sup>40</sup>, recognizes workplaces that are taking active steps to prevent and respond to VAW, accrediting them as a White Ribbon Workplace.

##### **About the experience**

White Ribbon supports build the capacity of workplaces to engender a whole of organization commitment to prevent VAW, meeting 15 criteria under three standards to create a safer and more respectful workplace. The program builds on existing gender equality and diversity initiatives, providing the tools to strengthen a culture of respect and gender equality at all levels of the organization. The program supports organizations to respond to and prevent VAW, whether it occurs inside or outside the organization, through supporting women experiencing violence, holding perpetrators to account, supporting all employees to challenge inappropriate behaviour and strengthening gender equality within the broader community.

Objectives of the program are to 1) increase the knowledge and skills of staff and managers to address issues of VAW in the workplace, 2) enhance the capacity of workplaces to respond to the issue of VAW, and 3) accredit workplaces taking active and effective steps to stop VAW. Change the attitudes and behaviours that allow VAW to occur. White Ribbon Workplace Accreditation is an 18-month program, wherein workplaces demonstrate adherence across 3 Standards and 15 Criteria. Costs are scaled in accordance with sector and employee numbers. Each workplace has a dedicated program advisor, as well as access to an online portal, best practice library and network of accredited and participating workplaces.

White Ribbon's fee varies based on the organization's number of employees. For example, the Tasmania DPAC paid \$8,250 for White Ribbon's accreditation services. The accreditation program requires commitment of resources to be implemented effectively, but the investment level depends on the organizational structure of a company and varies accordingly. This relates mostly to time spent by the staff on coordinating efforts. The program requires commitment from the head of the organization and senior leaders to ensure adequate focus is applied to the work that needs to be carried out. Lack of this commitment can make the process very

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<sup>39</sup> Source: Survey response from Jennifer Mullen, Programs Senior Executive, White Ribbon Australia on 9/8/17.

<sup>40</sup> Further information about the program, including the accreditation framework, accredited workplaces and case studies available at <https://www.whiteribbon.org.au/stop-violence-against-women/get-workplace-involved/workplace-accreditation/>

challenging. Large organizations can face logistical challenges arranging training. Some organizations consider risk assessment a challenging process.

Each participating workplace has an individual advisor at White Ribbon who supports it through the process. This advisor can engage directly with senior leaders to support buy in, provide lists of registered training organizations to deliver training, offer a library of policies and processes that workplaces have access to, example risk assessments etc. All challenges are faced in partnership with White Ribbon.

## **Results**

- There are currently over 107 Accredited Workplaces and 78 participating.<sup>41</sup>
- The program has reached over 600,000 employees nationally.
- Managers at accredited companies report feeling better equipped to support staff with DV issues.
- Staff at accredited companies report feeling safer at work and proud of their employer for addressing VAW.
- The program has been independently evaluated and referenced by a group of human resource, human rights, DV and education professionals, ensuring a best practice product.
- A survey of over 150,000 working Australians indicates that participation in the Program makes them better educated about the issue, more likely to take an active bystander role and, crucially, better equipped to manage a disclosure of violence from a colleague.

The experiences of three companies – Black town Workers Club Group, DP World Australia, and Central Highlands Community Legal Center – are highlighted in case studies published on White Ribbon Australia's website.<sup>42</sup> These companies report survey results indicating that staff have a greater understanding of VAW after implementing White Ribbon VAWPP and are more likely to respond appropriately to cases of VAW in their workplaces.

## **Study Analysis for White Ribbon Australia Workplace Accreditation**

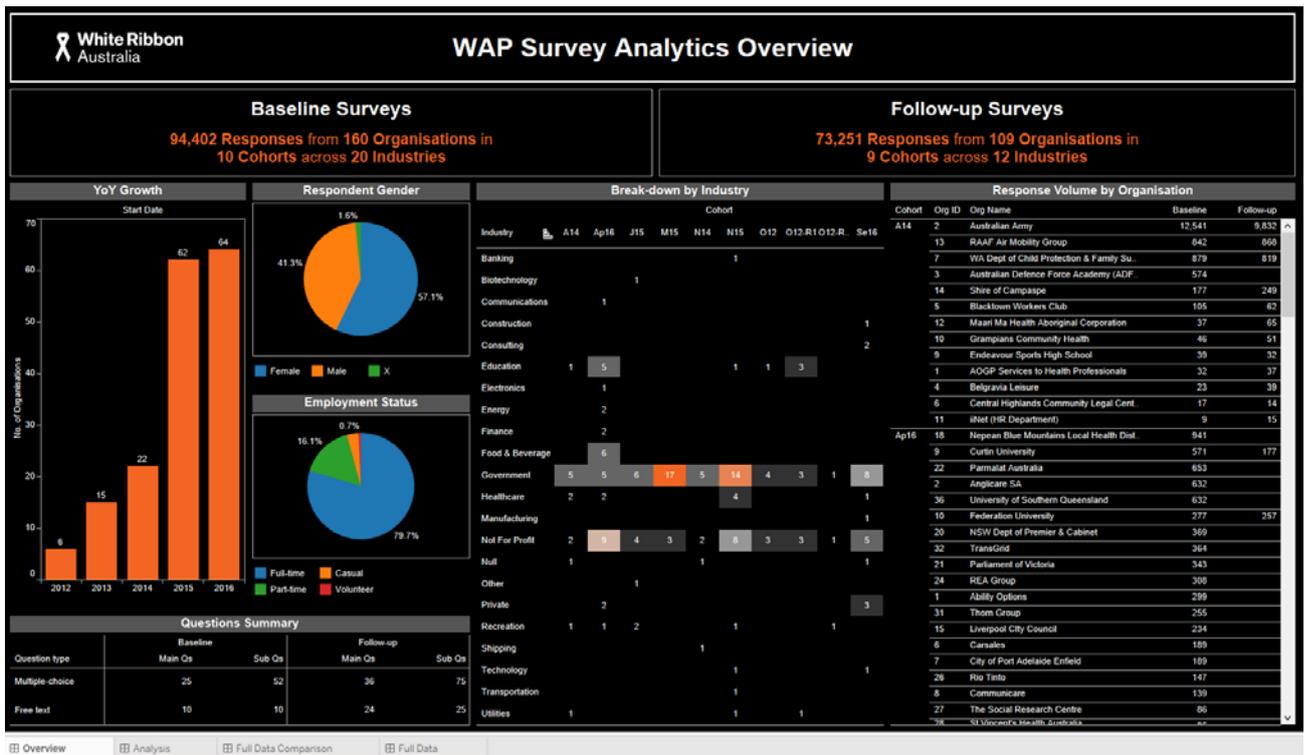
The White Ribbon Australia Workplace Accreditation is a stellar example of best practice in VAWPP, scoring high on all indicators for strong potential to prevent VAW. This preventive program has far reaching impact in that it affects thousands of people and their families through hundreds of companies and public organizations. White Ribbon dedicates considerable resources to public campaigns and outreach, also leveraging the organization's partnerships with media and public and private sector organizations. White Ribbon uses evidence based VAWPP and consistently collects

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<sup>41</sup> A list of White Ribbon Accredited Workplaces is available at <https://www.whiteribbon.org.au/stop-violence-against-women/get-workplace-involved/workplace-accreditation/accredited-white-ribbon-workplaces/>

<sup>42</sup> See case studies at <https://www.whiteribbon.org.au/stop-violence-against-women/get-workplace-involved/workplace-accreditation/case-studies/>

data and monitors and evaluates numerous variables (see dashboard image below) to determine the impact of its interventions in order to make adjustments and add to the global VAW database. It would be beneficial to include data on VAWP investments made by participating companies to draw conclusions about investment to results ratios. Other data that could inform the global VAWP conversation and motivate more companies to participate in VAWP are: individual company surveys on prevalence of IPV among employees, IPV related productivity losses, IPV related turnover. The program has been in effect since 2012, which along with its policies requiring accredited companies to budget and plan for long term VAWP, demonstrates sustainability.



## B. G4S AUSTRALIA AND NEW ZEALAND<sup>43</sup>

### Background

G4S is a security company specializing in the management of prisons. Prior to 2015, G4S management had very low awareness of DV. Most of their clients are government agencies. In recent years, the Australian government has placed a strong emphasis on DV prevention, going so far as to encourage all government employers to obtain the White Ribbon Workplace Accreditation. In that way, G4S learned of this opportunity and it seemed like a natural fit, given their clientele and the growing awareness of DV in Australia. Even though many people in prison have been affected by DV, G4S had not previously considered how much their employees and clients (police, corrections

<sup>43</sup> Source: Telephone interview with Simon Charnock, Care and Justice Development Manager, G4S Australia & New Zealand on 9/6/17.

officers, mental health professionals) were exposed to people impacted by DV. Nor had they thought about it in terms of the personal lives of their own employees or the ways they could leverage their corporate position to help society by tackling DV issues. They have 1700 employees in Australia and New Zealand (40% female) and felt it would be wise to put DV Prevention systems, policies and procedures in place to offer support to their employees, clients and the community.

### **About the experience**

White Ribbon's strong reputation and the turnkey process they offer were important factors in G4S's decision to pursue the accreditation. White Ribbon is very well recognized and respected throughout Australia. It has recruited high level executives as ambassadors and has the resources to promote its cause and its supporters. Care and Justice Development Manager, Simon Charnock stresses that the accreditation was not done for public relations, but that White Ribbon's level of public awareness helped them feel confident in the organization's ability to help them make this transition. A prerequisite of White Ribbon is that a company's top management be integrally involved in the accreditation process, so all senior leaders of G4S worked on the company's DV policies, procedures and action plans. They received training in how to recognize and respond to DV in the workplace.

Before awarding accreditation to G4S, outside DV experts performed an audit of the company, requiring evidence that Domestic Violence Prevention (DVP) is part of G4S job descriptions, performance evaluations, development plans. They conducted a baseline survey which was repeated after DVP training to evaluate management and employee awareness.

Becoming a White Ribbon Workplace was a lengthy (approximately 18 month), arduous process that required the full commitment of top management to develop internal and external policies and strategies to address DV prevention/intervention, including awareness programs, training for management, and employee assistance for those affected by DV.

According to Mr Charnock, Care and Justice Development Manager at G4S, the only resistance came from some of the employees who did not understand DV or how it pertained to them. There was a lack of awareness about the many forms of DV beyond physical and sexual. Also, some employees did not agree with the DV prevention focus on women, arguing that DV happens to men too. The company addressed this by acknowledging that DV does happen to men but that it was important for the company to "start somewhere", essentially informing employees that following the DV policy would be a requirement of employment at G4S. They have not tracked the financial investment to achieve implement the policies/procedures/programs associated with this accreditation.

### **Results**

G4S received their White Ribbon Workplace Accreditation in late 2016. According to the company surveys, company awareness of DV, how to recognize and respond to it, increased. This process and the learning that came with it have made them better at their core business as well, since many of the men and women incarcerated have experienced DV. Mr. Charnock says the company culture has changed to one that thinks of equality and caring for one another as status quo. They have regular staff awareness and DV prevention (White Ribbon) fund raising events, regularly review all policies for gender awareness, give to DV shelters through employee volunteer activities or prison work projects, and are proud to be the first Australian company in their industry to achieve White Ribbon Accreditation.

### **Study Analysis for G4S**

This is a best practice preventive experience with numerous VAWP policies and programs being implemented in the company. It not only impacts the hundreds of G4S employees and their families, but also the wider community through anti-VAW campaigns and events, further amplified by their commitment to working with like-minded companies. Resources are budgeted, along with dedicated attention by staff as evidenced in job descriptions and management performance evaluations. Monitoring and Evaluation takes place through employee perception surveys and tracking the number of people reached with campaigns and training. It is also important to collect data to evaluate fulfilment of the program's objectives, such as before/after employee turnover, before/after productivity losses related to IPV, changes in IPV prevalence over time, and VAWPP costs. The program is very new but has leadership commitment, long range planning and budgeting, and other indicators of sustainability.

### **C. Deloitte Australia<sup>44</sup>**

Deloitte is a group of independent firms throughout the world that provide audit, consulting, financial advisory, risk advisory, tax and related services to select clients. Deloitte Australia has several VAW prevention initiatives and Ms Pezzullo believes (and the literature reinforces) that it is not one program, but the combination of these VAWP policies and initiatives that is impactful. They include:

- An initiative to support survivors of domestic and family abuse – e.g. donated \$100,000 to the Luke Batty Foundation and \$10,000 to a Queensland DV support charity in addition to the ABC facility in ACT
- The company's CEO Cindy Hook is a signatory to the Male Champions of Change 'Playing our Part' 2016 position statement on FDV. They also partner with the Luke Batty Foundation.

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<sup>44</sup> Source: Survey response from Lynne Pezzullo, Lead Partner, Health Economics and Social Policy, Deloitte Access Economics, Managing Partner Canberra, Deloitte Touche Tohmatsu

- Internal policy: First Point of Contact, provides leadership training in understanding Deloitte's leave entitlements and financial assistance, increases internal awareness of FDV issues.<sup>45</sup>
- National Employee Program – provides confidential counselling and leave to DV victims.
- Workshops that address domestic and family abuse (in partnership with Luke Batty Foundation).

#### **D. ABC Microfinance Facility – Australian Capital Territory (ACT)<sup>46</sup>**

Deloitte Canberra hosted two community workshops in the winter of 2016, at the request of the Women's Centre for Health Matters (WCHM) and the Domestic Violence Crisis Centre (DVCS), to explore solutions to the legal and financial issues faced by those leaving situations of domestic and family abuse. A key recommendation was the formation of a micro-finance facility that could provide support to residents of the ACT and surrounding region, who have escaped DV situations and are re-establishing their lives, but find themselves with a financial need. Lack of funds to meet these needs (such as a housing bond payment, household goods, legal fees, motor vehicle costs or school expenses) means that over half of local women leaving these situations become homeless in the first year after leaving.

#### **About the experience**

In November 2016, the Deloitte Canberra team ran a skilled volunteering pro-bono session with WCHM, DVCS and key stakeholders to design a facility collaboration between CARE Financial services, Service One Alliance Bank and referral points, including building a financial model to determine what corpus would need to be raised to service current needs with zero-interest loans up to \$5000. The main challenge in creating the ABC Micro-finance facility ACT was raising the necessary funds (\$250,000) in the absence of any government contribution.

#### **Results**

A Deloitte let committee raised the necessary fund to open the ABC facility in July 2017. One beneficiary of the initiative shared her experience after she left her partner who broke her arm. She ended up losing her home and job and shared her experiences to help garner support for the establishment of ABC. This initiative may be rolled out in other jurisdictions following the first year of data from the ACT facility.

#### **Study Analysis for Deloitte Australia ABC Microfinance Facility**

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<sup>45</sup> Information is available on Deloitte's intranet and its internal commitment is also outlined in their 2016 Responsible Business report, page 18 in particular, available at <https://www2.deloitte.com/au/en/pages/about-deloitte/articles/responsible-business.html#>

<sup>46</sup> More detail about ABC as a model for other similar mechanisms, is available at the website, noting that creative design services were also part of Deloitte's pro bono support: <http://www.assistancebeyonddcrisis.org.au/>

While the primary focus of this experience is reactive (financing for women who have been abused to leave their situations), it has secondary and tertiary preventive components which help to stop the cycle of violence by removing children from the violent situation. It is too soon to measure the project's impact, but it is based on best practices in providing services for survivors of IPV. Funds were raised for the initial capital needed to launch the project. Data is being collected for monitoring and evaluation which will be considered before expanding the program. Given Deloitte's expertise in this field, it is likely that data collection is comprehensive and aligned with evaluation of the program's objectives, such as comparative instances of IPV over time in the served group versus general population, controlling for other factors. The program is very new, but shows indicators for sustainability. This is an excellent example of the best practice of a company leveraging its expertise and collaborating with other organizations (public and private) to aid those affected by DV.

### **E. Paid Domestic Violence Leave**

The first employee agreement in the world to include paid DV leave was signed in 2010, and provided survivors of DV an extra 20 days a year of paid leave.<sup>47</sup> Since then, it has almost become an expected employee benefit in Australia, with 1,234 DV clauses in agreements by March 2016, covering 1,004,720 employees. Paid DV leave and other DV services are available to employees of government employees, with one exception. The Fair Work Amendment Act 2013 allows the right to request flexible work arrangements due to DV. Australia has been recognized as the world leader for workplace DV support.<sup>48</sup> A recent study highlighted several benefits to employers which more than offset the small investment of paid DV leave:<sup>49</sup>

- Reduced absenteeism when workers receive support to resolve DV situations.
- Improved productivity from affected workers who are better able to concentrate and perform after receiving support for DV situations.
- Reduced turnover of employees, since abused women are more likely to retain their jobs.
- Reduced costs of recruitment, hiring, and training new employees (approximately \$20,000 per person) to replace workers who leave because of DV.
- Opportunity to undertake a broader DV strategy in workplaces, including training for managers in how to better deal with situations of DV, and information for employees on available resources.

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<sup>47</sup> Schneiders, B. (2012, October 27). Paid domestic violence leave setting a world standard. Sidney Morning Herald. Retrieved from <http://www.smh.com.au/national/paid-domestic-violence-leave-setting-a-world-standard-20121026-28b1w.html>

<sup>48</sup> Workplace Gender Equality Agency. (2016). Domestic violence is a workplace issue; Australian developments 2009-2016.

<sup>49</sup> Stanford, J., & Australia Institute. (2016). Economic aspects of paid domestic violence leave provisions. Canberra, ACT: Centre for Future Work at the Australia Institute. Retrieved from [http://www.tai.org.au/sites/default/files/Economic\\_Aspects\\_Domestic\\_Violence\\_Leave.pdf](http://www.tai.org.au/sites/default/files/Economic_Aspects_Domestic_Violence_Leave.pdf)

- Reduced risk of DV spilling over into the workplace, endangering other employees and customers.
- Low likelihood of incremental labor costs as few employees take the leave. Also, with co-workers often making up the work of the absent employee, companies seldom hire additional workers to cover time lost to DV leave.

Most examples of corporate DV prevention programs found consisted of Paid DV and Family Leave, usually 10 days. Telstra implemented 10 days of paid leave for victims of DV in late 2014. In its first two years, 102 people had utilized the confidential Telstra leave.<sup>50</sup> Some companies, such as the GPT Group, also provide employees dealing with DV priority access to flexible work arrangements and financial support to offset the costs of legal advice and emergency accommodation. A few, like Westpac Bank, Deloitte Australia, and G4S Australia and New Zealand, provide these benefits, plus training, community awareness programs, and supportive workplace policies to address VAW.

### **Study Analysis**

This practice is Reactive in focus, providing important relief for those affected by VAW which could enable them to eventually leave violent situations, preventing further violence (tertiary prevention). Studies indicate it should be part of a more comprehensive company VAWP policy/program, in that it requires minimal investment with the potential for high dividends in reduced employee turnover.

### **Other Private Sector Experiences**

The following organizations did not complete study questionnaires, but general information was provided by the Australia PPWE contacts to illustrate initiatives in this sector. This information was augmented by web searches, but is insufficient to analyse these experiences.

**Australia's CEO Challenge** partners with companies to provide education, training and support to organizations that want to prevent VAW. Since 2001, they have delivered training to managers and staff to build their skills to prevent and respond to domestic and family violence and provide consultancy support to develop specific workplace policies and procedures in relation to the issue. They also connect workplaces to local services, so they can actively support women in their community. They are based in Queensland and work extensively with the Queensland Government.

**The Luke Batty Foundation** was established in memory of Luke Batty who was killed in an incidence of family violence, the Foundation's purpose is to drive and effect attitudinal, cultural, and systemic change in ending VAWC.

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<sup>50</sup> Male Champions of Change (2016). *Playing Our Part: Lessons Learned from Implementing Workplace Responses to Domestic and Family Violence*. Retrieved from <http://malechampionsofchange.com/wp-content/uploads/2016/11/MCC-Playing-our-part-lessons-learned-report-2016-WEB.pdf>

**Male Champions of Change** works with influential leaders to redefine men's role in acting on gender inequality. It activates peer groups of influential male leaders, supports them to step up beside women, and drives the adoption of actions across private sector and government. The first MCC peer group began in 2010 with 8 Australian leaders and has since grown to a group of 30 CEOs, Board Directors, Government Department, University and Military leaders. The MCC coalition now encompasses eight groups, amounting to around 130 leaders across Australia.

**Our Watch** was established to drive nationwide change in the culture, behaviours and power imbalances that lead to VAWC.

## 2.3 Conclusions

- Australia is one of the most advanced economy in APEC (possibly the world) in the implementation of VAW prevention policies at the state and regional levels, with decentralized implementation and internalization of public policy.
- Numerous VAW Prevention Programs have been carried out by various public and private organizations in addition to public-private collaborations. As previously mentioned, Australia's PPWE team's quick access to the study information indicates an economy in touch with the activities of its private sector vis a vis VAW Prevention. This close communication may facilitate the State's ability to respond to private sector needs.
- A good example of best practice is the White Ribbon Workplace Accreditation, which had an impact not only on Australia but on several other APEC economies (Canada; USA; Russia). It is highly regarded by organizations both public and private. The turn-key comprehensive approach and high credibility increase companies' receptivity to implementing VAWPP. This is a good example of the motivating force of recognition and meaningful objective certification.
- The public sector has been a lead actor in obtaining data to support VAW prevention policies and programs. It sets a positive example for the private sector by encouraging and/or requiring VAWPP internally for its own ministries, departments, states and territories.
- Paid DV Leave is a low risk, low investment activity which can yield large results in terms of decreased absenteeism, decreased risk of violence in the workplace and increased productivity.

## CHAPTER 3: CANADA

### 3.1 Prevalence and Cost of VAW

Gender-based violence (GBV) persists in Canada and is a significant barrier to gender equality. While violence affects people of all genders, ages, cultures, ethnicities, geographic locations, and socio-economic backgrounds, some populations are more at risk of experiencing violence, which could include women and girls, Indigenous people, LGBTQ and gender non-binary people, those living in northern, rural, and remote communities, people with disabilities, newcomers, children and youth, and seniors. Half of all women in Canada have experienced at least one incident of physical or sexual violence since the age of 16.<sup>51</sup> Canada is scheduled to launch a new survey in 2018 that will ask about lifetime prevalence of gender based violence.<sup>52</sup>

According to 2016 police-reported data<sup>53</sup>, out of 86,405 victims of family violence 57,796 (67%) are female, regardless of the type of offence involved. Women and girls were particularly over-represented as victims of sexual offences (84%) and criminal harassment (84%), and female children and youth were more often victims of police-reported family violence than their male counterparts (rates of 280 and 188 per 100,000 population, respectively). Furthermore, 58% of senior victims of family violence were female, with a rate 19% higher than that of male seniors. Women accounted for 79% of intimate partner violence victims overall, and 79% of intimate partner homicide victims in 2016. The majority of persons accused of intimate partner violence in 2016 were male (80%). Males aged 25 to 34 make up the largest proportion of those accused of intimate partner violence.

Furthermore, according to Statistics Canada's latest Transition Home Survey<sup>54</sup>, shelters across Canada reported 60,341 admissions of women in 2013-14. Admissions are highest in the territories and Western provinces and on any given day, 338 women and 201 accompanying children are turned away from shelters, with 56% being turned away because the shelter is full.

It is estimated that each year, Canadians collectively spend \$7.4 billion to deal with the aftermath of spousal violence alone (does not include unmarried intimate partners), according to the Department of Justice. This figure includes immediate costs, such as emergency room visits and related costs, such as loss of income. It also includes

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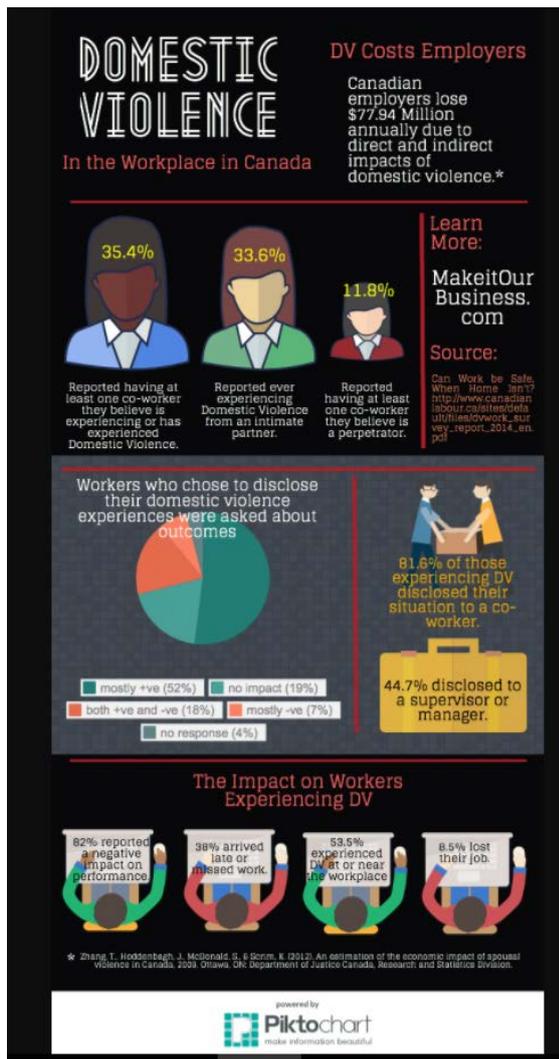
<sup>51</sup> Statistics Canada. (1993). The Violence Against Women Survey. Statistics Canada, as cited in Canadian Women's Foundation. (2014). Fact Sheet: Moving Women Out Of Violence. Canadian Women's Foundation. 1. Retrieved from: <http://www.canadianwomen.org/sites/canadianwomen.org/files//FactSheet-VAWandDV%20August%202017%20edit.pdf>

<sup>52</sup> Information provided by Status of Women Canada.

<sup>53</sup> Statistics Canada (2018). Juristat Article—Family violence in Canada: A statistical profile, 2016. <http://www.statcan.gc.ca/pub/85-002-x/2018001/article/54893/03-eng.htm>

<sup>54</sup> Ibid.

tangible costs such as funerals, and intangible costs such as pain and suffering.<sup>55</sup> According to a study conducted by the Canadian Labour Congress with researchers at the University of Western Ontario<sup>56</sup>, Canadian employers lose \$77.9 million annually due to the direct and indirect impacts of DV, and the costs to individuals, families and society, go far beyond that. This was the first ever Canadian survey on DV in the workplace, conducted “because there is almost no data on this issue in Canada and we know that women with a history of DV have a more disrupted work history, are consequently on lower personal incomes, have had to change jobs more often, and more often work in casual and part time roles than women without violence experiences”.<sup>57</sup>



The same study found that being a perpetrator of DV also significantly impacts a worker and their workplace. 53% of offenders felt their job performance was negatively impacted, 75% had a hard time concentrating on their work, and 19% reported causing or nearly causing workplace accidents due to their violent relationship. Their behaviours led to a loss of paid and unpaid work time, a decrease in productivity, and safety hazards for their co-workers. Other findings include:

- 33.6% of respondents said they had experienced IPV in their lifetime.
- In terms of indirect DV experience, 35.4% of respondents knew at least one co-worker who they believe is experiencing, or has experienced, DV and 11.8% know at least one co-worker who they believe is perpetrating or has perpetrated IPV.
- Of those who reported DV experience, 38% said it impacted their ability to get to work (including being late, missing work, or both).

<sup>55</sup> Zhang, T., Hoddenbagh, J., McDonald, S., & Scrim, K. (2009). An Estimation of the Economic Impact of Spousal Violence in Canada. Department of Justice Canada. Retrieved from: [http://publications.gc.ca/collections/collection\\_2013/jus/J4-17-2012-eng.pdf](http://publications.gc.ca/collections/collection_2013/jus/J4-17-2012-eng.pdf).

<sup>56</sup> Wathen, C. N. (2014). Can Work be Safe, When Home Isn't? Initial Findings of a Pan-Canadian Survey on Domestic Violence and the Workplace. London, ON: Centre for Research & Education on Violence Against Women and Children. Retrieved from [http://canadianlabour.ca/sites/default/files/media/dvwork\\_survey\\_report\\_2014\\_enr.pdf](http://canadianlabour.ca/sites/default/files/media/dvwork_survey_report_2014_enr.pdf)

<sup>57</sup> Canadian Labour Congress. (2015, February 17). Domestic Violence at Work. Retrieved from Canadian Labour Congress: <http://canadianlabour.ca/issues-research/domestic-violence-work/report>

- 8.5% of abused persons had lost their job because of it.
- 53.5% of those reporting DV experiences indicated that at least one type of abusive act occurred at or near the workplace. Of these, the most common were abusive phone calls or text messages (40.6%) and stalking or harassment near the workplace (20.5%).
- 81.9% of those exposed to DV found that it negatively affected their work performance.
- When asked about disclosure of DV in the workplace and available support.<sup>58</sup>
- 43.2% of those experiencing DV reported they discussed it with someone at work, with women being more likely to do so.
- 28% of respondents said they had received information about DV disclosure from their employer.
- Only 10.6% of all respondents think that employers are aware when DV is affecting their workers, but among those who said yes, 62.3% believe employers act in a positive way to help workers experiencing DV.

“This research has identified the scope and impact of DV on workers and workplaces but is only a first step. Immediate next steps include encouraging use of these results by governments, unions and employers to establish proactive practices to address the impact of DV at work.”<sup>59</sup> A recent survey by the Conference Board of Canada, found that 71% of employers had experienced a situation where it was necessary to protect someone affected by DV. 64% reported having implemented a DV policy but the report concludes that more training and education is necessary.<sup>60</sup>

## 3.2 Violence against Women Prevention

### 3.2.1 Public Sector Experiences

#### A. It’s Time: Canada’s Strategy to Prevent and Address Gender-Based Violence

Launched in June 2017, *It’s Time: Canada’s Strategy to Prevent and Address Gender-Based Violence* (GBV) is the Government of Canada’s response to GBV. With \$100.9M over 5 years and \$20.7M per year ongoing in new funding, the Strategy builds on current federal efforts and seeks to align with provincial/territorial initiatives related to GBV. The Strategy will fill gaps in support for diverse populations, which could include: women and girls, Indigenous people, LGBTQ2 members, gender non-conforming people, those living in northern, rural, and remote communities, people with disabilities, newcomers, children and youth, and seniors. Men and boys will also be engaged in awareness activities.

<sup>58</sup> Canadian Labour Congress. (2015, February 17). Domestic Violence at Work.

<sup>59</sup> Ibid.

<sup>60</sup> Boyer, C., & Chenier, L. (2015). Domestic Violence and the Role of the Employer. Conference Board of Canada.

The Strategy is based on three pillars:

- preventing GBV,
- supporting survivors and their families, and
- promoting responsive legal and justice systems.

All actions will be coordinated through a new GBV Knowledge Centre, housed within Status of Women Canada (SWC). Specifically, the new GBV Knowledge Centre aims to coordinate new and existing federal actions; report to Canadians annually on the Strategy's results; share practical knowledge on GBV; connect researchers with service providers, Indigenous organizations and federal, provincial and territorial (F/P/T) governments; and undertake data collection and research in priority areas.

### **B. Ontario Occupational Health and Safety Bill 168**

According to Marylin Kanee, Director Human Rights & Health Equity, Sinai Health System, "Ontario Occupational Health and Safety legislation has required under Bill 168 that workplaces must act if they know or ought to know that an employee is experiencing DV. This has been extremely important in bringing DV in the workplace to the attention of managers, physicians and the Hospital community at large."<sup>61</sup>

### **3.2.2 Public-Private Experiences**

#### **A. Provincial Association of Transition Houses and Services of Saskatchewan (PATHS)<sup>62</sup>**

*PATHS, a Non-Profit Corporation in the Province of Saskatchewan, provides research, program development, awareness, and education on interpersonal violence and works towards achieving the following:*

- a communication and support network for Shelters;
- development of collective strategies to assist Shelters in improving services and working on related issues;
- support and education to existing Shelters;
- public and professional education on issues of VAW.

#### **Intimate Partner Violence and the Workplace**

IPV and the Workplace is a 3-year project (2015- 2018) funded by Status of Women Canada<sup>63</sup>, a federal government organization that promotes equality for women and their full participation in the economic, social and democratic life of Canada. There is a growing awareness of the impact that IPV can have on the workplace - for survivors

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<sup>61</sup> Source: Survey response from Marylin Kanee, Director Human Rights & Health Equity, Sinai Health System on 10/10/17.

<sup>62</sup> Source: Interview with and survey response from Crystal Giesbrecht, Director of Research and Communications, Provincial Association of Transition Houses and Services of Saskatchewan (PATHS) on 8/39/17.

<sup>63</sup> <http://www.swc-cfc.gc.ca/index-en.html>

of violence, individuals who perpetrate violence, co-workers, and managers. To address this, PATHS is working with a Steering Committee comprised of members from unions, crown corporations, non-profit, government, policing, and survivors of violence.

The project has three components, Research, Education, and a Pilot Program:

**Research** - In 2016 and 2017, PATHS conducted survey and focus group research asking Saskatchewan workers and employers about their experiences of IPV in workplaces. 437 participants completed the survey and 27 individuals participated in interviews and focus groups. A report containing a literature review, review of legislation in other jurisdictions, and results of the Saskatchewan research was released in Oct. 2017.<sup>64</sup> Preliminary research results reveal that Saskatchewan workers experience even higher levels of IPV than Canadians as a whole: 50% of SK respondents reported experiencing abuse compared to 33% in the pan-Canadian study. 83% of those said the abuse followed them to work.

**Education** - PATHS offers the Make It Our Business (MIOB) training program in Saskatchewan. MIOB provides information and education to help employers and employees respond to DV in the workplace. This training outlines how employers, supervisors, managers, human resources professionals, security personnel, union representatives, and co-workers can recognize abusive relationships, respond to DV, and refer victims and abusers to supports that offer help. MIOB training was developed by Western Education's Centre for Research & Education on Violence against Women & Children (CREVAWC) and offers different training levels. See 2.2.3 A for more detail.

**Pilot Project** - A pilot project with the staff of the Saskatchewan Government and General Employees' Union (SGEU) includes a review of the organization's policies and contract language as well as training for staff on the impact of IPV in the workplace, resources, and how to intervene. The review has concluded, with staff training and implementation of policy changes scheduled for early 2018. A challenge for implementation in the Pilot Project has been staff availability for training.

## **Results<sup>65</sup>**

Study findings support other research that IPV is a significant issue to Canadian workers, not just at home but also in the workplace, affecting the wellbeing of over half of employees and costing employers tens of millions of dollars in lost productivity. Results for the SGEU Pilot Project will be available at the end of the pilot project, as a survey will capture changes in staff awareness of IPV. Attendance at Make It Our Business trainings is being tracked and will be available later this year. Results for

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<sup>64</sup> Giesbrecht, C. (2017). Intimate Partner Violence & the Workplace: Results of a Saskatchewan Study. Provincial Association of Transition Houses and Services of Saskatchewan (PATHS). <https://pathssk.org/ipv-workplace/>

<sup>65</sup> Additional information available at <http://pathssk.org/ipv-workplace/>.

companies and employees receiving the MIOB training are elaborated in 3.2.3. Additional training programs will be delivered to organizations in Saskatchewan.

### **Study Analysis for PATHS IPV and the Workplace Program**

An excellent best practice public-private collaboration, this preventive program helps organizations implement VAWPP and provides much needed research. The program has large scale impact through the organizations trained. While MIOB does not require financial investment in VAWP, there is resource allocation of staff time for training and review of/implementation of VAWP policies. Government funds financed this project. Additional monitoring and evaluation such as pre- and post-surveys (medium and long term) to determine levels of IPV among MIOB organization employees would be valuable. Data on companies' investment in VAWP, productivity losses to companies due to IPV would also improve decision making and contribute to the growing database. Sustainability is incorporated into various aspects of the program, from the diverse leadership to funding sources and M&E.

### **B. Domestic Violence Death Review Committee<sup>66</sup>**

(DVDRC) is a multi-disciplinary advisory committee of experts who review DV deaths with the objective of preventing similar deaths in the future. DVDRC can examine problems in education, training, and coordination of services that may be important to prevent domestic homicides. For example, a DV death review can identify risk factors to help predict potential lethality, better inform risk assessments and reduce missed opportunities for intervention and prevention. The benefits of DVDRC include:

- Identifies risk factors for lethality
- Identifies missed opportunities for intervention and prevention
- Identifies barriers and gaps in service
- Advocates for legislative reform
- Facilitates systemic and inter-agency communication and coordination
- Recommendations re: Education & Awareness, Assessment & Intervention, Resources
- Research

Research Findings from DV Death Review Committee Data include:

- If a mother is at risk of death from DV, the children are also at risk of death.
- DV in the workplace is a major trend identified through committee reviews.

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<sup>66</sup> Centre for Research & Education on Violence Against Women & Children. (2017). DVDRC Committees. Retrieved from Canadian Domestic Homicide Prevention Initiative: <http://cdhpi.ca/dvdrc-committees>

## Study Analysis for DV Death Review Committee

This is an emerging best practice of M&E that allows organizations and experts involved in VAWP to evaluate programs and interventions to minimize deaths and find better solutions to prevent IPV. Including employers of aggressors and victims can help to identify how the workplace can play a more positive role in VAWP.

### 3.2.3 Private Sector Experiences

#### **A. Western University Centre for Research & Education on Violence against Women & Children - Ontario Public Service, West Region - Make It Our Business Program<sup>67</sup>**

The Centre for Research & Education on Violence Against Women & Children (CREVAWC) was founded in 1992 as a collaborative venture between The University of Western Ontario, Fanshawe College and the London Coordinating Committee to End Women Abuse (comprised of VAW service providers). The Centre was established in response to a federal study on the problem of VAW and is committed to the development and application of knowledge for the prevention of VAWC through promoting innovation, collaboration and equality.<sup>68</sup>

The Centre designed Make It Our Business (MIOB), a systematic ‘whole company’ approach that allows organizations of all sizes to build skill, knowledge and confidence to address DV in the workplace. The program provides a comprehensive engagement pathway through four levels of awareness, education and training. It is recommended a workplace begins by educating and engaging senior leaders who will be better positioned to develop the implementation plan for the organization. Completing all four activity levels demonstrates a commitment to protect and support workers.

- Organizational Readiness provides the most comprehensive training support for leaders to acquire critical knowledge necessary to develop and drive a company-wide program of action
- Leadership Development for supervisors and managers who are responsible to protect workers
- Develop Awareness with all employees about company policies, procedures and where to find help
- Basic Education requires all employees to receive the core content in a (minimum) one-hour presentation.

There are three main learning objectives of the training:

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<sup>67</sup> Source: Survey response from Barb MacQuarrie, Community Director, Western University Centre for Research & Education on Violence against Women & Children on 10/3/17, and Make It Our Business Website [www.makeitourbusiness.ca](http://www.makeitourbusiness.ca)

<sup>68</sup> Additional information available at [www.makeitourbusiness.ca](http://www.makeitourbusiness.ca)

1. **RECOGNIZE** the impact on victims, potential victims, co-workers and the workplace environment.
2. **RESPOND** effectively and **REPORT** appropriately using differential options consistent with various levels of workplace responsibility.
3. **REFER** victims, potential victims, abusers and co-workers to a network of external resources when DV has been identified or is suspected.

Implementation time, costs and scope vary by level of engagement. A basic one-hour training for workers is available at no charge. More advanced trainings for managers are offered from three hours to two days with fees from \$150 to \$4000 for up to 30 people.

A large organization may decide to provide Organizational Readiness training to a core team that will be responsible for problem solving if a situation of DV is identified and provide Leadership Development or Basic Education for Supervisors to a second tier of managers and supervisors.

In addition to the cost of the training itself, the organization must calculate the cost of staff time to attend training. Generally, preparation time for the organization implementing the training is minimal. MIOB trainers provide relevant policies and procedures. Organizations select participants and organize logistics for the training. Some large organizations train internal trainers who then go on to provide Basic Education to other staff. The time and scope of this work is determined by each organization.

The biggest challenge faced is the ongoing lack of awareness of how DV impacts the workplace. Many employers, still believing that there is a divide between the public and private spheres, do not understand that by collaborating with DV experts in their community they can help to provide information, resources and safety for victims and that they can help to hold those using abusive behaviours accountable. Often community services are available to them free of charge. It is simply a matter of learning what services exist and building relationships with service providers so that they can be called upon to help manage risk when situations of DV are identified.

Canada is starting to place responsibilities on employers to address DV through Occupational Health and Safety legislation and Employment legislation. This is driving increased interest in the program. However, there are no legislative requirements for employers to engage in training about DV.

## **Results**

- Over 109 companies have been trained in VAW prevention.
- Between 2011 and 2014, MIOB provided 92 train-the-trainer or leadership training sessions reaching 2,359 local leaders and champions.

- Training sessions are positively received, with 9 out of 10 feeling better prepared to educate others on the issue.
- In the same period, MIOB delivered 545 public and workplace educational presentations reaching over 12,470 participants directly.
- The reach of the project has also been extended through webinars and training materials made available online – through partner workplaces and the Ontario Public Services Health and Safety Association.
- Trainings have been adapted to health care, banking, support agencies, beauty salons, First Nations communities, and immigrant communities, among others.
- The NFF and MIOB websites provide information and resources to trainers and the general public, generating over 75,000 hits in past 3 years.
- Approach and materials have been adapted and adopted by organizations throughout Canada and internationally, extending the reach of the program well beyond the borders of Ontario.



**Future Programs** Currently focused exclusively on DV, MIOB is considering expanding the program to include gender based harassment in the workplace.

**Study Analysis of Make It Our Business**

This is an excellent best practice demonstrating how academia can help companies. It provides preventive training for organizations with far reaching impact through corporate and public presentations, online training and materials distribution throughout Canada and internationally. Dedicated staff and the pay-for-training business model ensure program resources. Additional monitoring and evaluation such as pre- and post-surveys (medium and long term) to

determine levels of IPV among MIOB organization employees would be valuable. Data on companies' investment in VAWP, productivity losses to companies due to IPV would improve decision making and contribute to the growing evidence base. Sustainability is incorporated into various aspects of the program, from the business model to train-the-trainer and innovations such as online materials.

## **B. SaskTel<sup>69</sup>**

SaskTel is the leading Information and Communications Technology (ICT) provider in Saskatchewan, with over \$1.2 billion in annual revenue and approximately 1.4 million customer connections. It has a workforce of approximately 4,000 employees.

### **SaskTel STEPPP**

The SaskTel Employees Personal Problem Program (STEPPP) is a referral service that provides access to free, voluntary and confidential counselling services for all SaskTel employees and their families, as well as retirees and their spouses. STEPPP has a joint UNIFOR and SaskTel Management Committee which not only provides guidance and assistance with policy but helps to identify concerns or trends occurring in the workplace.

This program provides face to face initial assessment and referral for employees and family members going through a difficult time. They also have a safe, confidential and anonymous office setting outside of SaskTel buildings. They reach out to employees and family members when called from a concerned employee or family member. STEPPP provides between 35-50 various presentations a year which highlight its services, programs focusing on early Intervention and Prevention, and educates employees and managers on what to do when concerned about a fellow employee or family member.

The STEPPP web page includes a tab on Domestic Abuse with information on what it is, statistics, warning signs, and how to get help. STEPPP has also served in an advisory role capacity with the Provincial Association of Transition Houses.

### **SaskTel Phones for a Fresh Start**

Since 2009, the SaskTel Phones for a Fresh Start program has recycled 99,834 wireless devices (as of Aug 31, 2017). The program has enabled SaskTel to provide 2,735 cellular phones and \$78,000 worth of prepaid phone cards to women in transition in Saskatchewan. SaskTel's Phones for a Fresh Start Program collects used wireless devices from customers across the province and ensures that they are recycled. All proceeds from the recycling process are then used to support a SaskTel community partnership, aiding victims of domestic abuse. With the funds raised from recycling cell phones, SaskTel purchases prepaid phone cards to donate to the Provincial Association of Transition Houses and Services of Saskatchewan (PATHS).

### **Study Analysis of SaskTel VAWPP**

Phones for a Fresh Start is an excellent example of how a private company can leverage its expertise to help those affected by IPV while creating greater awareness of the issue. STEPPP is an important element of a comprehensive corporate strategy

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<sup>69</sup> Source: Survey response from Tony Showchuk, Director of HR, SaskTel on 9/15/17.

to address VAWP with policies and programs such as management and employee trainings, clear guidelines on how to detect and respond to IPV among colleagues, and internal analysis to determine the prevalence of IPV and its effect on company productivity. This experience shows how companies can partner with their EAP provider to incorporate include VAWP related services.

### **C. Sinai Health System<sup>70</sup>**

Sinai Health System (SHS) is committed to making a significant and continuous difference in the fight to end VAW. Realizing that DV is a workplace issue that can threaten the safety of not only the employee victim but also their colleagues, managers/supervisors and patients, SHS has a comprehensive DV program. It provides support to employees, physicians, trainees, and volunteers experiencing DV to ensure workplace safety through one-on-one guidance, safety planning, and linking to a range of internal and external community-based supports and resources and includes the following:

- Awareness campaigns on DV as a health-care and workplace issue, including educational events, posters, brochures, and display booths
- DV Policy and supporting materials
- Collaboration across the organization to plan and implement interventions/supports
- Training and education programs around legal requirements and DV
- Safety planning, referrals and consultation
- Collaboration with community groups to ensure safe employee transitions and leverage
- existing expertise and resources
- Extensive on-line website with all DV materials
- An internal VAW Awareness Committee

#### **Domestic Violence Policy and Program**

Sinai Health System has an innovative support program for employees experiencing DV which includes a stand-alone DV Policy and Program led by the Human Rights & Health Equity Office (HR & HE). It continuously solicits feedback from SHS partner departments, managers and employees.

The safety planning process for employees takes a non-judgmental, empathic approach, with the employee victim at the center. Employees are informed whenever information needs to be shared and any steps SHS must take to ensure the safety of the employee and co-worker's. HR & HE integrates a human rights lens to safety plans, recognizing the differential impact of DV on women. The goal of the DV Program is

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<sup>70</sup> Source: Survey responses from Marilyn Kanee, Director Human Rights & Health Equity, Sinai Health System on 10/10/17.

to ensure any staff member experiencing DV is safe and healthy to come to work. The benefits of the program include reducing isolation, stigma and vulnerability; emphasizing to staff that they are not alone, and connecting them to resources, safety strategies, and leave options.

The program has existed for 20 years but has grown in scope, development of materials and resources in recent years. Since 2010, SHS supported over 50 employees, physicians and volunteers through safety planning and referrals to community supports. Western University's Centre for Research and Education on Violence against Women and Children showcases the SHS program in their training videos, many training sessions and conference presentations.

## **Nurse Training**

### **About the Experience**

In 2015, all nursing staff participated in a 75-minute session entitled *Caring for patients and each other when there's domestic violence*. The training sessions included interactive activities, PowerPoint presentation, videos and case studies. The objective was to help nurses recognize the signs of abuse, respond appropriately to disclosures of abuse from patients and colleagues in accordance with Hospital policies and the law, and be aware of their own feelings and assumptions related to DV.

Implementation of the training involved conducting 42 75-minute sessions which were co-facilitated by clinicians and HR & HE Specialists. The only financial investment was replacement costs for RNs to participate in the trainings.

### **Results**

- In 2015, 940 nursing staff were trained on DV.
- Participants felt that the presentation was clear and informative and provided them with information that caused them to think about their actions and the importance of their role in violence prevention.
- Participants felt the information was valuable and important for their role.
- Participants wanted more time to learn about these issues and more opportunities for discussion.
- 3x increase in staff experiencing DV connecting with the HR & HE office for safety planning and resources.

## **Violence Against Women Awareness Committee**

### **About the Experience**

The purpose of VAWAC is to raise awareness of VAW throughout the hospital community and to provide staff with support in their response to disclosures of violence. This is accomplished through training and education initiatives and events such as:

- Talk to Me training program
- Neighbors, Friends and Families and other workshops
- Events to commemorate the National Day of Remembrance and Action on VAW on December 6th and the White Ribbon Campaign
- Hosting a biannual symposium on emerging issues.

### **Study Analysis of Sinai Health Systems VAWP Experience**

SHS is an excellent example of VAWP in a private company, with preventive policies and programs that provide training, safety procedures and awareness in the workplace. SHS positively impacts thousands through its programs, reaching beyond employees to its patients and the public. Resource allocation is evidenced in the extensive trainings, events and procedures in place to assist colleagues affected by abuse. Monitoring and evaluation could be enhanced with collection of data beyond numbers of nurses trained, people reached, and services accessed, such as continuous surveys to determine changes in prevalence of IPV at SHS and resulting lost productivity. The 20-year commitment to VAWP and continual program improvements indicate sustainability of this experience.

Other private sector VAWP experiences are listed below as resources and examples of best practices, but information is insufficient for further analysis.

**D. Canadian Labor Congress (CLC)**<sup>71</sup> is the largest labor organization in Canada, bringing together dozens of national and international unions, provincial and territorial federations of labor and community-based labor councils to represent 3.3 million workers for more than 50 years. In 2015 CLC partnered with researchers at the University of Western Ontario to conduct the first ever Canadian survey on DV in the workplace “because there is almost no data on this issue in Canada. The results were clear: many workers experience domestic violence, and violence at home can put all workers at risk.”<sup>72</sup>

**E. Canadian Women’s Foundation**<sup>73</sup> invests in violence prevention programs that teach teens how to create safe and healthy relationships. They also help women who are in immediate danger by funding more than 455 women’s shelters across Canada. They help women rebuild their lives after escaping violence, offer small interest-free loans to help cover housing costs, and fund counselling for children who have witnessed violence to help prevent them from becoming victims or abusers themselves.

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<sup>71</sup> CLC’s Domestic Violence at Work Survey Report can be found on the CLC website along with resources for union reps, stewards, leaders, negotiators, and employers. <http://canadianlabour.ca/issues-research/domestic-violence-work>

<sup>72</sup> Canadian Labour Congress. (2015, February 17). Domestic Violence at Work. Retrieved from Canadian Labour Congress: <http://canadianlabour.ca/issues-research/domestic-violence-work/report>

<sup>73</sup> Canadian Women’s Foundation. (n.d.). Our Approach. Retrieved from Canadian Women’s Foundation: <http://www.canadianwomen.org/our-approach-to-violence>

**F. The Yukon Teachers' Association** has negotiated paid DV leave for members who need it.<sup>74</sup>

**G. The Canadian Union of Postal Workers** has a network of social stewards who are trained in listening skills, available resources, and prevention of a range of difficulties, including family-related problems.<sup>75</sup>

### 3.3 Conclusions

- Through *It's Time: Canada's Strategy to Prevent and Address Gender-Based Violence* (GBV), the Government of Canada is taking action to prevent and address gender-based violence.
- Labor unions play a key role in VAWP, conducting much needed research and providing leadership in involving private companies and negotiating VAWP policies.
- The Make It Your Business Program offers trainings for companies and other organizations to increase their awareness of VAW issues and provide services to employees. This is a best practice and excellent example of the role universities can play to involve companies in VAWP. It could benefit from a workplace accreditation program which advises on how to implement a VAW Prevention Management Model.

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<sup>74</sup> Canadian Labour Congress. (2015, February 17). Domestic Violence at Work.

<sup>75</sup> Ibid.

## CHAPTER 4: NEW ZEALAND

### 4.1 Prevalence and Cost of VAW

According to a 2016 New Zealand Ministry of Justice report<sup>76</sup>, New Zealand has the highest reported rate of IPV in the developed world. One in three women are physically or sexually abused by a partner in their lifetime. Every five minutes, police respond to a DV situation. They responded to over 110,000 family violence incidents in 2015, yet an estimated 80% of incidents are not reported. Nearly half of all homicides and reported violent crime are related to family violence.

In 2015, children were present at nearly two-thirds of all family violence incidents police respond to. The impact on children is often severe and long lasting. Boys who witness family violence are twice as likely to abuse their partners and children when they grow up. Young people exposed to family violence are three times more likely to commit suicide. Family violence has a devastating impact on individuals, families and communities. The effects of violence build up and can have a profound impact over time and across generations. In addition to the human and social cost, family violence has a significant economic cost, particularly on the healthcare system.<sup>77</sup>

New Zealand is an economy that has been growing steadily since 2012. Employment levels have expanded despite the global financial crisis.<sup>78</sup> The role of women in the labor market has intensified, and their participation has been key to the increased productivity of New Zealand's economy.<sup>79</sup> Gender inclusion has evolved; the gender pay gap dropped from 12% to 9.4% in one year and a higher percentage of women graduate from universities (67%) than men. Yet women remain relegated to lower paying jobs, which not only affects their personal lives, but New Zealand's economy as well.<sup>80</sup>

A study on women victims of violence with paid work indicates that remaining employed is fundamental to reduce the effects of the violence and the abuse that female workers suffer, the security of having a job helps the victims to maintain personal and economic stability.<sup>81</sup> The same study reports that hours of lost work productivity due to VAW are exorbitant and increasing, estimating that it will reach 14.4 million hours or the

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<sup>76</sup> New Zealand Ministry of Justice. (2016). Safer Sooner: Strengthening New Zealand's Family Violence Laws. Retrieved from <https://www.justice.govt.nz/justice-sector-policy/key-initiatives/reducing-family-and-sexual-violence/safer-sooner>

<sup>77</sup> Ibid.

<sup>78</sup> OECD (2017). Economic Surveys. New Zealand. Retrieved from <http://www.oecd.org/eeco/surveys/New%20Zealand-2017-OECD-economic%20survey-overview.pdf>

<sup>79</sup> Ministry of Women's Affairs. (2014). Briefings on priority areas for the Women's Affairs portfolio. Retrieved from <http://women.govt.nz/work-skills/income/gender-pay-gap>

<sup>80</sup> Stats NZ. (2017). Gender pay gap smallest since 2012. Retrieved from <http://m.stats.govt.nz/~media/Statistics/Browse%20for%20stats/LabourMarketStatisticsIncome/MRJun17qtr/LabourMarketStatisticsIncomeJun17qtrMR.pdf>

<sup>81</sup> Kahui, S., Ku, B. & Snively, S. (2014). Productivity Gains from Workplace Protection of Victims of Domestic Violence. Retrieved from <https://www.psa.org.nz/assets/Reports/Workplace+Productivity+Improvements+for+DV+21+May+2014.pdf>

equivalent of 10,412 lost years by 2024. Implementing VAWPP would result in net profits, savings and productivity for companies of \$84 to \$480 million by 2024.<sup>82,83</sup>

## 4.2 Violence against Women Prevention

### 4.2.1 Public Sector Experiences

#### A. Domestic Violence Act 1995

The Ministry of Justice has stated that New Zealand's Domestic Violence Act 1995 (the Act) is not clear about its objectives and does not provide the public with sufficient guidance in how to access its family violence care system, which leads to inconsistent understandings of family violence that do not prioritize the safety of the victim or stop the abuser.<sup>84</sup>

The Family and Whānau Violence Legislation Bill (the Bill) is a Government bill currently under consideration by Parliament. This Bill amends the Domestic Violence Act 1995 and other legislation including the Crimes Act, to implement proposed reforms that focus on intervening earlier to prevent future violence aimed at breaking the pattern of family violence and reducing the harm and cost inflicted on those who suffer violence and wider New Zealand society, including increasing access to risk and needs assessments and services, more accurately recording family violence offending in the criminal justice system, enabling the introduction of codes of practice, and new information sharing provisions.<sup>85</sup>

The proposed objectives of the Bill are to secure victims' safety from all forms of violence, and reduce perpetrators' ongoing use of violence. The Bill states how its objectives will be achieved, for example, by recognizing family violence is an ongoing pattern of harm and by providing access to services aimed at stopping perpetrators' violence and at helping victims stay safe. New principles will guide decisions made under the Act, for example:

- victims must be protected from all forms of violence
- disruption to victims' (including children's) day to day lives should be minimized
- responses should be culturally appropriate and responses to Māori must reflect tikanga (the Māori way of doing things)
- practitioners must work together to ensure the safety of victims and their children and stop perpetrator violence.

If passed, the Act would make it clear that all agencies need to work together to achieve these objectives. According to the previous Minister of Justice, Hon. Amy Adams, "The

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<sup>82</sup> Ibid.

<sup>83</sup> See Appendix C for detailed calculations from Kahui & Snively study.

<sup>84</sup> New Zealand Ministry of Justice. (2016). Safer Sooner: Strengthening New Zealand's Family Violence Laws.

<sup>85</sup> Information provided by Kate Firth, Policy Analyst, Ministry for Women, New Zealand on 1/25/18.

changes have the potential to significantly reduce family violence in New Zealand. The increase in protection orders and the introduction of new offences alone are expected to prevent 2,300 violent offences each year.”<sup>86</sup>

The Domestic Violence Victims Protection Bill is a private members bill that seeks to amend the Domestic Violence Act 1995, Employment Relations Act 2000, Health and Safety at Work Act 2015, Holidays Act 2003, and Human Rights Act 1993 with a view to enhancing legal protections for victims of domestic violence. This Bill is currently before Parliament.<sup>87</sup>

## **B. Ministry for Women<sup>88</sup>**

While the Ministry for Women has not partnered with any corporate programs to prevent gender violence, it regularly conducts research projects related to VAW. This is an accepted good practice toward Prevention of VAW. The Ministry for Women also works with various government agencies to make sure policies take into account the issue of VAW and its impacts.

The Ministry for Women also has a DV Leave Policy which allows Ministry employees suffering from family violence to certain benefits such as paid discretionary leave to enable the employee to attend medical appointments, legal proceedings and counselling sessions and/or other related matters. Personal information is kept confidential and no adverse action is taken against an employee if their attendance or work performance suffers as a result of family violence.

In addition, employees experiencing family violence may request flexible working arrangements which could include changes to their work schedule, changes of duties or location, or a change to their work telephone number or work email to avoid harassing contact, among others.

### **4.2.2 Private Sector Experiences<sup>89</sup>**

The private sector has developed initiatives to achieve gender equity and combat VAW. Private companies, such as ANZ, Vodafone, Countdown, Westpac, the University of Auckland, Fonterra and the Warehouse Group, have policies to support employees affected by DV. Among other activities, Westpac and Shine designed an orientation guide for other organizations to understand the issue of violence and its impact on the company. The Warehouse is the only company which completed the Study Survey.

#### **A. The Warehouse Group, VAW Policy<sup>90</sup>**

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<sup>86</sup> New Zealand Ministry of Justice. (2016). Safer Sooner: Strengthening New Zealand’s Family Violence Laws.

<sup>87</sup> Information provided by Kate Firth, Policy Analyst, Ministry for Women, New Zealand on 1/25/18.

<sup>88</sup> Source: Survey response from Kate Firth, Policy Analyst, Ministry for Women, New Zealand on 9/7/17.

<sup>89</sup> Ibid.

<sup>90</sup> Source: Survey response from Anna Campbell, The Warehouse Group on 10/18/17.

## **Background**

The Warehouse Group Limited, founded in 1982, is the largest retail group operating in New Zealand. The Warehouse operates discount retail department stores selling a broad range of non-grocery and grocery products. As of January 2015, The Warehouse employed over 12,000 people in New Zealand. Apart from its 242 retail locations, it operates 2 distribution centers as well as 12 online stores.

## **About the experience**

The Warehouse Group has implemented several VAWP initiatives such as a policy to provide 10 days paid leave to victims of DV, leave for people supporting people impacted by violence, and unpaid leave and support for people who use violence to get support to stop using violence. They have a safe site on their trading site that connects people to women's refuge and information about family violence, that cannot be traced. They train all management teams in spotting signs of violence and how to help. The company's intranet contains detailed information about family violence and how to get help.

With no budget, they rolled out a policy in a matter of days, developed training over several months, had this endorsed by experts and trained all managers – over a period of several months.

## **Results**

Management received very positive feedback from the team, the community and other businesses. They have since shared their materials with other companies. The Warehouse is now looking at possible interventions with users of violence to provide better education and means to stop using violence.

## **Study Analysis for The Warehouse Group VAWP Experience**

Paid leave, VAWP training and awareness activities are important elements of a comprehensive corporate strategy to prevent VAW. Resource allocation along with consistent monitoring and evaluation (such as internal analysis to determine the prevalence of IPV and its effect on company productivity) would contribute to the impact and sustainability of this experience.

## **B. DVFREE Tick Workplace Program - Shine<sup>91,92</sup>**

Founded in 1990, Shine is a leading specialist DV organization that provides a range of effective, practical services to stop DV, support victims and reform those using violence. Shine also delivers training programs to a wide range of audiences, utilizing

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<sup>91</sup> DVFREE. (2017). *About DVFREE: Making the workplace domestic violence free*. Retrieved from DVFREE: <http://www.dvfree.org.nz/about-dv-free>

<sup>92</sup> Shine. (2017). Shine Awards First Domestic Violence Free Tick to Westpac. Retrieved from <http://www.scoop.co.nz/stories/BU1710/S00059/shine-awards-first-domestic-violence-free-tick-to-westpac.htm>

expertise based on decades of experience working with victims and perpetrators of DV.

Shine training programs range from brief awareness-raising sessions to an intensive two-day training, six-day internal training for staff and volunteers, as well as training delivered through DVFREE™ program for employers and the Shine in School program. Shine collaborated with Westpac Bank to create a learning module to help New Zealanders better understand DV, how it impacts the workplace, and how to help colleagues who are experiencing, or perpetrating, DV. This module is free to access through Shine's website and takes about one hour to complete.<sup>93</sup>

Shine began awarding the DVFREE Tick in 2017 to recognize companies with comprehensive DV programs. It calls for the development of comprehensive policies and procedures<sup>94</sup>, specific training for key personnel and awareness for all staff in companies. To receive the DVFREE Tick normally requires three to six months of focused effort for a large employer. Enterprises are awarded for meeting the following criteria:

1. Creating a pathway for employees experiencing DV, so they know how to get help within their organization and in the community, with emotional and practical support to be safe at work.
  - Raising the level of awareness about DV in the organization to dispel common victim blaming attitudes to make it easier for victims to disclose DV without stigma.

Making sure staff know what to do if they suspect a coworker is experiencing or perpetrating DV.

Making sure DV is not tolerated or excused with policies for handling aggressors.

### C. Vodafone New Zealand<sup>95</sup>

Vodafone New Zealand is the largest mobile operator in New Zealand. The company combats VAW in relationships and its impact on workplaces with policies and actions such as its **Family Violence Policy**. Vodafone New Zealand has worked with the Human Rights Commission, Women's Refuge, The Warehouse Group and ANZ to combat DV. As of April 2017, the company implemented a policy to provide 10 days of paid leave per year for those affected by family violence. The objective is to create a safe working environment for DV victims and provide them needed support to leave

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<sup>93</sup> Access the online learning module about DV and the workplace at <http://www.2shine.org.nz/workplace-learning-module>

<sup>94</sup> DVFREE Guidelines on Policy and Procedures, as well as criteria for the DVFREE Tick are available at <http://www.2shine.org.nz/shop/written-resources-dvds/dvfree-guidelines-for-policy-procedures>

<sup>95</sup> Vodafone New Zealand. (2017). Vodafone announces Family Violence policy to support team. Retrieved from: <https://news.vodafone.co.nz/article/vodafone-announces-family-violence-policy-support-team>

violent relationships. The company benefits by improving productivity and reducing staff turnover costs.

#### **D. Westpac NZ<sup>96</sup>**

Westpac NZ is a bank and financial services provider with 4,500 employees, of which 62% are women. The company creates awareness about VAW and trains staff to respond appropriately if a colleague is experiencing or perpetrating violence. It offers training to a designated team of first responders and managers. Employees suffering from DV can take five days of paid leave. Westpac was the first organization to obtain the DVFREE Tick accreditation of Shine, in recognition of its integrated program of DV prevention. All Westpac NZ staff are encouraged to complete the DV Learning module they designed with Shine in 2016. Westpac has plans to involve its security team to create a security plan to support staff members affected by IPV.

### **4.3 Conclusions**

- New Zealand currently has the Domestic Violence Act of 1995, and seeks to strengthen that legislation with the Family and Whānau Violence Legislation Bill and the Domestic Violence Victims' Protection Bill, which are currently before Parliament. The Ministry of Women was aware of a few examples of VAWPP in NZ companies. Only one of these companies completed a Study Questionnaire so information is limited.
- Corporate training in DV awareness and prevention has been offered by the private sector (a DV services agency) since 2001. That organization began an accreditation this year and has accredited one company, with others beginning the process. This is a very encouraging adoption of a best practice being used very successfully in Australia.
- The Kahui & Snively report<sup>97</sup> makes a compelling case for NZ businesses to implement DV training and DV Paid Leave, as a minimum investment in VAWP. It estimates that DV training is the largest cost to a company, but its model shows a positive net impact on other health and safety issues in addition to the VAWP benefits like increased productivity and reduced turnover. Regarding paid DV leave, their calculations show the minimal costs to be far offset by the benefits.

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<sup>96</sup> Scoop Business. (2017). Shine Awards First Domestic Violence Free Tick to Westpac.

<sup>97</sup> Kahui, S., Ku, B. & Snively, S. (2014). Productivity Gains from Workplace Protection of Victims of Domestic Violence.

## CHAPTER 5: PERU

### 5.1 Prevalence and Cost of VAW

In Peru, VAW is an incessant problem that occurs both in the private and public spheres. Victims experience health problems and a reduced ability to participate in public life because it affects their relationships and work performance. According to the National Institute of Statistics and Informatics (INEI), 65.2% of Peruvian women have suffered psychological, physical or sexual violence in their lives at the hands of their partners.<sup>98</sup> Likewise, VAW continues because of societal beliefs and attitudes such as: a woman deserves to be reprimanded by her partner if she does not take care of her domestic duties (45.5%) or the man keeps order and discipline in the home (46.2%).<sup>99</sup>

Violence has a negative effect on society, from which private companies are not exempt. However, it has been a challenge to get them involved in VAW prevention. Private companies have budgets for Corporate Social Responsibility (CSR), but they rarely include VAW because it is considered a problem outside their corporate interests. For this reason, GIZ began its Regional Program to Combat Violence against Women in Latin America (ComVoMujer) with a core objective to nurture cooperation with the private sector. In addition, an academic ally was needed to further investigate the issue and create evidence specific to the region. The University of San Martín de Porres (USMP) undertook scientific and academic research on the effects of VAW in intimate partner relationships in the private sector.<sup>100</sup>

The study *Impact of Violence Against Women in Labor Productivity*, conducted by USMP and GIZ notes that the costs of VAW in relationships in Peru cost \$11,453.4 million annually to the business sector, which equals 5.72% of Gross Domestic Product (GDP).<sup>101</sup> Another study by the same authors determined that each microenterprise loses an average of \$9,100 annually, because of IPV suffered by their owners. In the formal microenterprise sector headed by women, the cost is around \$2 million per year.<sup>102</sup>

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<sup>98</sup> INEI. (2016). Home > Press > Press Releases > In the last 12 months 28.2% of women aged 18 and older were victims of violence by the husband or partner. Retrieved from <https://www.inei.gob.pe/prensa/noticias/en-los-ultimos-12-meses-el-28-2-de-las-mujeres-de-18-y-mas-anos-fueron-victimas-de-violencia-por-parte-del-esposo-o-companero-9039/>

<sup>99</sup> INEI. (2016). In the last 12 months 28.2% of women aged 18 and older were victims of violence by the husband or partner.

<sup>100</sup> Brendel, C., Gutzeit, F. & Ponce, J. (2017). Safe Enterprises: Implementation Experiences of Involving the Private Sector in Preventing and Fighting Violence Against Women in Peru. In Kirsch, R., Siehl, E. Stockmayer, A. Transformation, Politics and Implementation. Smart Implementation in Governance Programs. Pages 195-220.

<sup>101</sup> Vara-Horna, A. (2016). Impacto de la violencia contra las mujeres en la productividad laboral Una comparación internacional entre Bolivia, Paraguay y Perú. Retrieved from [http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos2016/29\\_ComVoMujer\\_estudiodecostosregional\\_2016.pdf](http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos2016/29_ComVoMujer_estudiodecostosregional_2016.pdf)

<sup>102</sup> Vara-Horna, A. et al (2015). Los costos de la violencia contra las mujeres en las microempresas formales peruanas. Una estimación de su impacto económico. Retrieved from [http://www.administracion.usmp.edu.pe/investigacion/files/Costos\\_VcM\\_microempresas\\_formales\\_peruanas-1.pdf](http://www.administracion.usmp.edu.pe/investigacion/files/Costos_VcM_microempresas_formales_peruanas-1.pdf)

The goal of the studies was not only to advise companies on reactive measures, but also to develop proactive measures for greater positive impact. USMP developed a Management Model to Prevent Violence Against Women, where companies benefit from addressing VAW proactively. One benefit is financial, a return on investment of \$24.50 per dollar invested in proactive prevention.<sup>103</sup> Currently, the model is being applied in INTI, a large pharmaceutical company with commercial activities worldwide. The progress of INTI will be explained in more detail later in this chapter.

## 5.2 Violence against Women Prevention

### 5.2.1 Public Sector Experiences

#### **The Ministry of Women and Vulnerable Populations (MIMP)<sup>104</sup>**

MIMP recognizes the work done by the private sector with the certification "Safe Company Seal: Free of violence and discrimination against women" to encourage more companies to implement prevention practices in their work places. The Ministry also has VAW prevention and care programs such as the Toximeter that warns of the risk of violence in relationships; and the Emergency Women's Centres that offer legal counselling, legal defence and psychological counselling. To help women escaping violent relationships have a better chance of supporting themselves and their children, MIMP also offers vocational training and business training like DreamBuilder: The Women's Business Creator program.

Recently, the Prime Minister of Peru, Mercedes Aráoz, announced that a High-Level Commission has been formed to eradicate VAW. Moreover, this commission will be composed of several ministries, including the Ministry of Women, Ministry of Interior, and Ministry of Culture. The official plan of the Commission will be presented in November. Among the plans is to raise more severe penalties for the perpetrators, such as excluding rape from statutes of limitation.<sup>105</sup>

#### **i. Toximeter**

The Toximeter<sup>106</sup>, a free digital application for Android, helps users identify signs potential relationship abuse and receive guidance. Through a self-assessment that presents situations with various response options, the application warns about the state of the relationship, with referrals to care resources for adolescents and young people. It also indicates the nearest Emergency Women's Center (CEM) and offers informative tips and links to helpful websites. The application was presented on November 25, 2016 as part of the campaign "The first step is awareness. Get your

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<sup>103</sup> Vara-Horna, A. et al (2015). Modelo de gestión para prevenir la violencia contra las mujeres. Una propuesta integral para involucrar a las empresas en la prevención de la violencia contra las mujeres en relaciones de pareja.

<sup>104</sup> Source: Survey response from Mery Vargas, PPWE, Ministry of Women and Vulnerable Populations, Peru on 11/12/17.

<sup>105</sup> Diario Correo. (2017). Gobierno crea comisión de alto nivel para erradicar violencia contra la mujer. Retrieved from: <https://diariocorreo.pe/politica/comision-alto-nivel-erradicar-violencia-contra-mujer-782149/>

<sup>106</sup> More information at [www.toximetro.pe](http://www.toximetro.pe)

score with the Toximeter" at a Services Fair in Lima. The application was redesigned in early 2017 to offer a version for adolescents, with age-appropriate promotional materials. The Toximeter is distributed nationally at the Emergency Women's Centers and through public campaigns. From November to December 2016, there were 44,487 visits to the application or the website, with most users being females (72.8%) in their early 20s.

## **ii. Emergency Women's Centers**

The Ministry's National Program to Prevent Family and Sexual Violence administers the Emergency Women's Centers, which provide legal guidance, judicial defence, psychological counselling and social assistance to victims of family violence. They also carry out various preventive activities. In 2016, seven new centers were installed, for a total of 245 centers throughout Peru, which represents 100% coverage of the 196 provinces. From 2002 through 2017, the centers attended 687,176 cases of family and sexual violence. MIMP has plans to establish 50 more Emergency Women's Centers in 2018.

## **iii. Family and Sexual Violence Prevention in Primary and High School Educational**

The objective is to implement inter-sectoral prevention activities regarding family and sexual violence, adolescent pregnancy and trafficking in persons in educational institutions. This curriculum is included within the framework of regular basic education to diminish the social tolerance of violence. The program is currently planned for two years (2016-2017) at a cost of S /. 905.118 to implement in primary and secondary schools nationwide.

In 2016, the implementation began on a regular basis, with the challenge of incorporating the theme into the work plans of the Educational Institutions, strengthen the school leadership of the students, and the institutionalization of the curriculum related to prevention of VAW. In total, this activity has been implemented in 200 Educational institutions across Peru.

## **iv. Community Intervention with Leaders of Social Organizations**

Nine zones were prioritized in six regions of Peru for a two-year programs (2016-2018), where community leaders and leaders of social organizations receive capacity building training to identify and counteract socio-cultural patterns that tolerate and exacerbate violence against women and girls in its different modalities. Afterwards, they are recognized and assume the role of facilitators to initiate the process of VAW sensitization in their organizations, with the goal of recruiting and training more community agents to be allies for advocacy, prevention and vigilance. To date, the program has been implemented in 140 social organizations with a reach of approximately 3,000 women and men at a cost of S /. 532,509.

## **v. Men for Equal Relationships**

This community intervention directed at men created five groups of “men for equal relationships”, with participation of 60 men total. They meet in groups of six, directed by a psychologist to deal with themes of role stereotypes. This is a two-year program which costs S / 85,000 to cover five zones.

### **Study Analysis for MIMP VAWPP**

The Ministry of Women’s primary strategy to address VAW is the Emergency Women’s Centers, with the Toximeter as its prevention component. Wider dissemination is underway, with construction of more centers and awareness campaigns on television and in social media. These programs could benefit from more robust M&E such as collection of data beyond numbers of people served, to better evaluate progress toward reducing VAW.

### **5.2.2 Public-Private Experiences<sup>107</sup>**

#### **A. MIMP Safe Company Seal: Free from Violence and Discrimination against Women**

This seal is a recognition instituted by MIMP for businesses that demonstrate good practices in their management in promoting gender equality and nonviolence against women, as part of a social responsibility agenda. To date, there have been two editions in 2013 and 2015, in which 150 companies have participated and 11 have been awarded the seal. In its second iteration, business guilds were added, such as the Lima Chamber of Commerce (CCL), the Association of Exporters (ADEX) and the National Industry Society.<sup>108</sup>

For a company to be recognized, it must meet the following requirements: 1) Compliance with legal provisions: current labor legislation linked to equal opportunities between men and women, discrimination prohibition, prevention and attention to VAW, such as policies about prevention and punishment of sexual harassment at work, maternity and paternity leave, implementation of breastfeeding space and time, rights of victims of violence, among other rules. 2) Organizational culture: Code of Ethics, personnel policy that promotes equal opportunities in recruitment, selection and promotions processes; marketing policy that excludes sexist advertising. 3) Daily practice: Women rights dissemination, internal training on the subject, work-life balance strategies, wages policies, orientation and referral of cases of violence. 4) Work with and towards the community: VAW informative or preventive activities with staff families, educational institutions, and social organizations.

Lessons learned from the first round of awards led to several modifications to streamline the process and expand the self-evaluation criteria to include maternity

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<sup>107</sup> Catalog of materials 2009 - 2016. Combating violence against women in Latin America provides more details on VAWP experiences in Peru and is available at

[http://info.comvomujer.org.pe/catalogocomvo/catalogo\\_comvomujer\\_web.pdf](http://info.comvomujer.org.pe/catalogocomvo/catalogo_comvomujer_web.pdf)

<sup>108</sup> GIZ (2015). Sello Empresa Segura: Libre de violencia y discriminación contra la mujer. Retrieved from:

[http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos\\_3\\_2015/ComVoMujer\\_Hoja\\_Informativa\\_Sello\\_PE\\_2015.pdf](http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos_3_2015/ComVoMujer_Hoja_Informativa_Sello_PE_2015.pdf)

leave provision and punishment of cases of sexual harassment. In November 2017, the third round of Safe Company Seal (Ministry of Women and Vulnerable Populations - MIMP, 2016) awards will be held. With this recognition, companies enhance their brand value, consumer loyalty and image among stakeholders, while improving productivity and sustainability of the business.

### **B. MIMP Entrepreneurship for Empowerment and Prevention of Gender Violence**

This two-year project aimed to improve the level of economic independence of women affected by VAW, by providing business training. With tools to improve their economic initiatives, they are more likely to generate their own income, find employment, and gain autonomy in decision-making, reducing their vulnerability to VAW. 86 women were trained in business management, finance, technical production and personal and social development with the help of clothing manufacturer Chio Lecca. A training module for seeking employment was also delivered to 330 women in one district. Total cost was S/. 51,500.

MIMP also partners with DreamBuilder: The Women's Business Creator to provide business training to clients suffering from IPV who want to learn how to start and/or grow their own businesses. The training was created by Thunderbird School of Global Management and Freeport McMoRan and has been recognized by WE-APEC as a best practice private sector initiative for women's entrepreneurship<sup>109</sup>.

### **Study analysis for MIMP Public-Private VAWAPP**

The MIMP Safe Company Seal Program is the best public-private experience implemented in Peru to prevent gender violence in partnership with companies, due to the positive reception it has had in the business sector. It could have more impact if, rather than being limited to the Ministry of Women, it was recognized and promoted by the Ministry of Labor, which is responsible for labor policies in the business sector, as well as other ministries. It would also enhance the program's credibility for these same ministries and other government agencies to meet the same requirements in their organizations as the companies which earn this Seal. The program would benefit from the implementation of impact evaluations, additional monitoring and other follow-up mechanisms beyond the biennial self-evaluations for the involved companies. The Entrepreneurship program would also benefit from more robust M&E.

## **5.2.3 Private Sector Experiences**

### **A. International Bakery S.A.C.**

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<sup>109</sup> Asia-Pacific Economic Cooperation & USAID. (2016). WOMEN'S ENTREPRENEURSHIP IN APEC (WE-APEC) INITIATIVE. P 12. Retrieved from: <http://www.nathaninc.com/resources/womens-entrepreneurship-apec-we-apec-initiative>

International Bakery is the company bakery of the Wong Group<sup>110</sup>, which created Peru's first supermarket chain<sup>111</sup>. Its vision is to position itself as a leader in the industrial bakery sector and to be recognized for its corporate social responsibility (CSR) and especially for its commitment to gender equality.<sup>112</sup> All activities and experiences related to the prevention of VAW serve to underpin its commitment to prevent and eradicate the evil of violence and discrimination against women, which is evaluated every two years in the framework of the MIMP Safe Company Seal. The company has implemented workshops and campaigns as a phase of sensitization about VAW prevention, addressing the following topics:

### **i. VAWP Awareness Workshops and Campaigns**

- Reflective workshops on masculinity and alternative ways of exercising it (without the burdens and stereotypes imposed by the patriarchal society) were conducted exclusively for the male workers. These types of workshops not only generated greater integration and a positive work environment, but also helped to raise awareness about behavior and notions that not only affect the women they relate to, but also their own quality of life in terms of affection and harmony.
- VAW prevention information workshops were held for all employees, using the model of the Regional Program ComVoMujer of GIZ. This methodology is dynamic, participative and effective. Participants understand how the cycle of violence is produced, the company's zero tolerance toward it, and the ways of managing it and obtaining support through the company.
- Public information campaign that explicitly addresses the problem of VAW, whose prevention and eradication is a strategic policy for the company and, therefore, the commitment is demonstrated in all the employees' digital signatures, in all administrative documentation (invoices, receipts, referral guides, credit notes, etc.) and on some of the delivery trucks as publicity to make this agenda visible.

### **ii. Paid Day Off to Enjoy with Family and Promote Gender Equality.**

This measure was attributed to the high number of absences coinciding with requests for time off to accompany minor children and other family reasons. Thus, all female and male employees have a paid day off work every year, to commit to spending time with family, sharing housework and childcare.<sup>113</sup> The cost is the value of the daily wages of each employee. The results showed an improvement in the employee assessment of work climate in 2015 compared to previous years and greater satisfaction with working conditions. Likewise, turnover decreased for the same period.

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<sup>110</sup> Source: Survey response from Manuel Bartra, Director of Personnel, International Bakery on 9/6/17.

<sup>111</sup> Catalog of materials 2009 - 2016. Combating violence against women in Latin America provides more details on VAWP experiences in Peru and is available at [http://info.comvomujer.org.pe/catalogocomvo/catalogo\\_comvomujer\\_web.pdf](http://info.comvomujer.org.pe/catalogocomvo/catalogo_comvomujer_web.pdf)

<sup>112</sup> GIZ. (2015). International Bakery: Reconocida por su compromiso con la no violencia contra las mujeres. Retrieved from [http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos\\_3\\_2015/ComVoMujer\\_Hojainformativa\\_International\\_Bakery\\_PE\\_2015.pdf](http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos_3_2015/ComVoMujer_Hojainformativa_International_Bakery_PE_2015.pdf)

<sup>113</sup> Ibid.

### **iii. Internal Agents to detect VAW cases**

#### **Background**

A study carried out by the University of San Martín de Porres determined that of all the cases of VAW suffered by employees of International Bakery, only a few were reported to the Personnel Office due to timidity, shame and other motives. To address this, the company decided to open an alternative channel of communication so that an employee affected by VAW could get support in her own work area from co-workers (internal agents). Since trust is likely higher among peer colleagues, they would be trained by the company to detect and refer VAW cases to the Personnel Office for intervention and support.

#### **Implementation**

Implementation was coordinated with the Production Area so managers could identify employees with the best profile for internal agents. These employees were then trained to detect VAW cases and report them for intervention. Associated costs are the man-hours invested to train the internal agent employees.

#### **Results**

Cases of VAW identified by the Office of Personnel increased, enabling the company to help the employees who, which would not have been possible without the intervention of internal agents. The company seeks to maintain the program and continuously improve it.

### **iv. Workshops with Area Public Schools to Sensitize Teachers, Children and Parents**

#### **Background**

The initiative of awareness workshops aligns with International Bakery's public commitment to prevent VAW and the Safe Company Seal requirement to work with the community toward that goal. The objective is to expand their scope of action beyond staff, to influence the entire community.

#### **Implementation**

After identifying an area school willing to collaborate with the program, VAW prevention content was prepared for the parents of the students of the school. The main cost is again for the man-hours of Human Resources staff to run the workshops.

#### **Results**

Satisfaction both by the school authorities and parents attending the awareness workshop. For future projects, the company seeks to replicate the model in other schools in the area. *Strong Together. Stopping Violence in its Tracks* is a valuable and useful tool for the prevention of violence against women and children that can also be used effectively outside of schools. The interactive exhibition invites children to participate in various creative and experience-oriented activities, which promote the

leadership of both girls and boys. Topics related to gender-based violence, its consequences and the underlying myths and stereotypes are addressed at five successive exhibits.

### **Study Analysis of International Bakery VAWP Experience**

This experience is an excellent best practice example of comprehensive VAWP with company policies and programs to provide clear procedures regarding DV and those affected. Preventive components are internal and external workshops and campaigns, collaborating with the public sector to provide sensitization to young people who are most likely to change cultural norms associated with VAW. Demonstrated impact on corporate productivity, retention and staff attitudes as shown through extensive monitoring and evaluation with VAW prevalence surveys and before/after productivity/turnover data. This could be expanded to capture more impact data from educational programs in schools. The company dedicates considerable resources to VAWP, including this in the budgeting process and management evaluations. It has been awarded the MIMP Safe Company Seal twice and shows all indicators of sustainability in its VAWP.

### **B. Bagó Laboratories of Peru S.A.**

The Bagó group produces high quality pharmaceutical products, currently distributed in Latin America, Europe and Asia.<sup>114</sup> Their Chile branch was the pioneer in implementing a policy against gender violence years ago after an employee was murdered by her partner, who subsequently committed suicide. Following that event, Bagó Peru began a VAWPP that deals with prevention through education.

#### **The company's experience with activities carried out by the member economy**

Early during the implementation of the company's VAWPP, Bagó received information and case management support from MIMP. There continues to be close coordination for the referral of cases presented in the company or in the community through various care channels. Having received the MIMP *Safe Company Seal: Free from Violence and Discrimination against Women* in 2013 and 2015, the company is applying for the third edition of the Seal.

Some models of good practices in their work centers are detailed in the company's Integrated Violence Against Women Prevention Program. This VAWPP provides internal norms and policies to promote gender equity and prevent VAW, including biannual staff trainings and awareness talks for 240 employees (70% female staff). 47 prevention agents were identified and trained to detect and act on cases of DV in the company.<sup>115</sup> In addition, gender equality principles and practices are promoted to

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<sup>114</sup> Source: Survey response from María del Pilar Durand Ibarra, Human Resources Manager, Laboratorios Bagó del Perú S.A on 9/11/17.

<sup>115</sup> GIZ. (2015). Laboratorios Bagó: Liderando al sector empresarial en la prevención de la violencia contra las mujeres. Retrieved from: [http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos2015/81\\_ComVoMujer\\_Hoja%20informativa\\_laboratorios-bago\\_PE\\_2015%20\(1\).pdf](http://info.comvomujer.org.pe/catalogocomvo/productoscatalogos2015/81_ComVoMujer_Hoja%20informativa_laboratorios-bago_PE_2015%20(1).pdf)

enrich and improve the working conditions of women and men, to detect and eliminate existing discriminatory practices and gender gaps within the organization, and to implement labor practices that promote a balance of work, family and personal life.

With the technical assistance of ComVoMujer, Bagó created a campaign of 14 microprograms with preventive messages aimed at young people in relationships that simultaneously promote their brand "Anaflex Mujer". They were broadcast on social networks and national television, reaching more than three million people.<sup>116</sup> It also created an institutional video that invites private companies to participate in the prevention and eradication of VCM.<sup>117</sup>

In 2014, it devised a four-step action plan that private companies can follow and apply at no cost: 1) High Management Commitment, 2) Prevention Agent training and training workshops, 3) Dissemination, 4) Case Management.<sup>118</sup> In addition, it has given talks to schools and other institutions to recruit more people to prevent VAW.<sup>119</sup>

## Results

- All employees were trained in and sensitized about VAWP. 8% of the staff were selected to be trained as internal agents responsible for receiving and managing VAW cases.
- Bagó detects more internal cases of IPV every year and attends to them in a timely manner. Internal and external community cases are referred to MIMP Emergency Women's Centers.
- With the assistance of MIMP and the ComVoMujer Program, they developed 14 Anaflex Mujer microprograms, offering prevention advice for adolescents in romantic relationships. These are educational materials utilized by schools and other institutions, nationally and internationally.
- TV campaigns and digital marketing on the topic of prevention of VAW, with the brand Anaflex Women, are presented twice a year.
- The "Dance-a-thon by Families Free of Violence" campaign was carried out for four consecutive years, bringing together 700 participants from within the company and the community.
- They delivered talks to create awareness on the topic of gender equity in various institutions. They provided advice for the implementation of the prevention program in more than 12 companies.
- To guarantee its commitment to the cause, Bagó obtained the *Safe Company Seal: Free of Violence and Discrimination against Women* for the two previous editions.

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<sup>116</sup> Ibid.

<sup>117</sup> Ibid.

<sup>118</sup> CoMVoMujer. (2015). PERÚ: Anaflex Mujer lanza campaña "Voces por el Cambio" para luchar contra la violencia hacia las mujeres. Retrieved From: <http://www.mujereslibresdeviolencia.usmp.edu.pe/tag/anaflex-mujer/>

<sup>119</sup> GIZ. (2015). Laboratorios Bagó: Liderando al sector empresarial en la prevención de la violencia contra las mujeres.

Moreover, it ranks first in the Ranking of Gender Equality in Peruvian Organizations, which is sponsored by Aequales.

### **Future Programs**

- Continue to develop and improve the Comprehensive Program for the Prevention of VAW.
- Provide free advice related to implementation, materials and awareness talks on gender equity issues, to any company, institution or organization that wants to implement VAW prevention programs.

### **Study Analysis of Bagó VAWP Experience**

This experience is an excellent best practice example of comprehensive VAWP with company policies and programs to provide clear procedures regarding DV and those affected. Preventive components are internal and external workshops and campaigns. Over 3 million people were reached with the company's TV and social media campaigns. There has also been demonstrated impact on corporate image, productivity, retention and staff attitudes as shown through extensive monitoring and evaluation with VAW prevalence surveys and before/after productivity/turnover data. Disclosure of IPV among staff is up. M&E could be expanded to gather more data on impacts of media campaigns. Especially impressive is the company's initiative in training and mentoring other companies in VAWP. The company dedicates considerable resources to VAWP<sup>120</sup>, including this in the budgeting process, management evaluations, and long-range planning. It has been awarded the MIMP Safe Company Seal twice and shows all indicators of sustainability in its VAWP.

## **C. INTI Drugs<sup>121</sup>**

### **Background**

INTI Drugs S.A. is a pharmaceutical company positioned and recognized in the Bolivian market, with headquarters in Peru for the past eight years. INTI's experience presents clearer evidence for the validity of the Management Model to Prevent Violence Against Women (MMPVAW) through its positive, observable effects on the company.

### **About the experience**

The project was carried out with the financial support of INTI and the Bolivian-German Chamber of Commerce and Industry, with the consultancy of ComVoMujer Bolivia. Between November 2014 and March 2015, a study was conducted in the company to

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<sup>120</sup> See Appendix D for Bagó's budget to implement VAWPP

<sup>121</sup> Source: Survey response from Noemi Torrez, Director of Human Talent, INTI Drugs S.A. on 9/14/17.

ascertain the level of VAW and its impact on labor productivity. The first diagnosis found that each aggressor or victim generated an average of 29 lost days of labor productivity per year, i.e. 12,732 days lost, equivalent to the productivity of 44 full-time workers. Based on these results, the internal program *Safe Company - Zero Tolerance of Violence Against Women* was designed, a VAW prevention management model that is aligned with the business value chain to be sustainable and effective.<sup>122</sup>

Achieving commitment at all three levels of the organization is important for effective VAW prevention. Therefore, another study was carried out between July and October 2015 to identify Inequitable Management Patterns (IMP), i.e. if managers are aware of their unequal and patriarchal behaviours. Contrasting the information obtained from management with that obtained from the workers, it was found that inequitable managerial behaviours increase labor segregation by gender by 15.6% and male patriarchal attitudes by 41.8%.<sup>123</sup>

These studies clarified INTI's position in relation to VAW. In coordination with ComVoMujer and the German Bolivian Chamber, the steps of the above-mentioned management model were implemented. The VAW prevention activities included "Training workshops for senior management and operational personnel on masculinity and corporate action in the face of VAW, the impact of VAW in working life; training workshops on gender, masculinities, equity and VAW".<sup>124</sup>

These actions were applied to more than 1,000 collaborators nationwide in all areas and at all levels of the company. In addition, internal policies and norms of conduct aligned to gender equality and zero tolerance towards VAW were implemented. The company added equitable management competencies in its performance measures for both leaders and employees. Other good practices include awareness campaigns about VAW with the VALORATE product, which consists of consuming a daily tablet of "value" and "self-esteem".<sup>125</sup> INTI is the first company in Bolivia to receive the SIPPASE certification, which enables it to require that new employees demonstrate they do not have a history of violence against a woman or any family member.<sup>126</sup>

## Results

18 months after MMVAWP application, the following results had been obtained<sup>127</sup>:

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<sup>122</sup> Vara-Horna, (2017) Impacto de los avances del Modelo de Gestión para prevenir la VcM en Droguería INTI – Bolivia: 2015-2017. La Paz, pp. 12-13.

<sup>123</sup> Ibid.

<sup>124</sup> Ibid.

<sup>125</sup> ATB Digital. (2017). Inti presenta Valórate, campaña en contra de la violencia hacia la mujer. Retrieved From: <http://www.atb.com.bo/seccion/sociedad/inti-presenta-val%C3%B3rate-campa%C3%B1a-en-contra-de-la-violencia-hacia-la-mujer>

<sup>126</sup> Ministerio de Justicia y Transparencia Institucional (2017). Certificación SIPPASE. Retrieved from: <http://www.justicia.gob.bo/files/QueEsElSippase.pdf>

<sup>127</sup> Vara-Horna, (2017) Impacto de los avances del Modelo de Gestión para prevenir la VcM en Droguería INTI

- From 2015 to 2017, VAW prevalence decreased by 7% among personnel (assaulted and perpetrators). The prevalence of witnesses had also decreased by 22%.
- Annual days lost due to absenteeism and presentism decreased by 23.4% in women and 9% in men.
- According to the study, INTI is a safer company as regards VAW, as the violent attacks at work have decreased by 77%, and at home by 26%.
- Total days lost by victims decreased 37.6% and by aggressors 8%. Days lost also decreased for staff who witnessed VAW. Overall, days lost due to VAW decreased 20.8%.
- In 2015, the productivity loss was 5.8 female and male workers, while, in 2017, the productivity loss is 4.6 female and male workers. This savings amounts to approximately \$13,000 per every 100 workers in the company.
- The Management Model for the Prevention of Violence Against Women has improved the perception that INTI is a fair company. Also, workers now identify more with the company.

The best practices carried out at INTI are detailed in the following experiences:

#### **i. Corporate Training for Personnel**

INTI Drugs trained 960 staff members in Zero Tolerance of VAW and information on support resources for victims and aggressors. The methodology used was the *Safe Company: Zero Tolerance Against Violence Against Women* created by the Regional Program to Combat Violence against Women in Latin America - ComVoMujer - GIZ. INTI plans to follow-up on the commitments made in the plans prepared by the INTI staff regarding prevention, care and sanction.<sup>128</sup>

#### **ii. Internal Regulatory Modification**

As part of its commitment to gender equality and prevention of VAW, INTI made changes to internal regulations, including its Code of Ethics and staff recruitment processes. This was performed as part of the work of Human Talent Management, with the support of an external consultant. It took approximately three months to complete and no difficulties were encountered in the process.

While INTI was modifying its code of ethics and its hiring process, it requested the Ministry of Justice and Institutional Transparency (Bolivia) Certification SIPPASE-SRG (the first private company to do so). This certification provides criminal records of abusers and is mandatory for hiring in the public sector. It enables the company's talent

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<sup>128</sup> INTI's mid-term report on the implementation of the management model for the prevention of violence against women provides more details. Although it is confidential, the company can provide information relevant to the issue of VAWP.

management to establish antecedents that the company is monitoring this subject. As of September 2017, the company requires this document for all new hires in Bolivia.

**iii. Violence against Women Prevention Campaigns**

With the experience gained and the excellent results of its internal VAWP program, INTI launched the Valórate campaign to inspire other companies and institutions to commit to prevention of VAW. Valórate is a "medicine" created by INTI, to be prescribed for women who suffer some type of violence in their environment. This symbolic medicine has precise indications to help women who are experiencing IPV.

This campaign raised awareness about VAW with national reach through the distribution of Valórate to doctors and pharmacies by the company’s sales representative, as well as presentations at international fairs held in cities such as Cochabamba (FEICOBOL) and Santa Cruz, Bolivia. Valórate was also promoted through a national print and radio campaign with the goal of motivating other companies to engage with VAWP.<sup>129</sup>

**Study analysis of INTI VAWPP**

The VAWPP at INTI has had unprecedented success, due in part to the great impact its awareness campaigns have had on employees and the general public. Activities have been accompanied by mechanisms of monitoring and follow up, with technical expertise provided by GIZ and USMP, facilitating reports on the impact of these experiences.

**D. Management Model to Prevent Violence Against Women**

This research presents new business arguments for the prevention of VAW in relationships. It proposes a management model of seven steps and eleven services, considering the three levels of organizational action, the three levels of prevention, a proactive approach and an idiosyncratic application. Likewise, it recommends that each company adapt the actions of VAW prevention according to its business model. If it is appropriate for the company, they can apply the steps sequentially or modularly.

<b>Management Model to Prevent Violence Against Women<sup>130</sup></b>		
<b>Strategies</b>	<b>Services</b>	<b>Expected Results</b>
<b>Step 1: Determine the status of VAW in the company and its impact on productivity.</b>	•Estimating business costs because of the prevalence and incidence of VAW.	<ul style="list-style-type: none"> <li>•Number of employees directly affected by VAW and with physical and emotional harm.</li> <li>• Number of employees affected by VAW, but not recognized as such.</li> </ul>

<sup>129</sup> Video of Campaign Valórate INTI press release at <https://www.youtube.com/watch?v=FmcF1V6BPNo>

<sup>130</sup> Vara-Horna, A. et al (2015). Modelo de gestión para prevenir la violencia contra las mujeres. Una propuesta integral para involucrar a las empresas en la prevención de la violencia contra las mujeres en relaciones de pareja.

<b>Management Model to Prevent Violence Against Women<sup>130</sup></b>		
		<ul style="list-style-type: none"> <li>•Lost productivity due to absenteeism, presentism and staff turnover caused by VAW.</li> <li>•Deciding what kind of prevention and at what pace.</li> </ul>
<b>Step 2: Create and modify policy guidelines for VAW intolerance.</b>	<ul style="list-style-type: none"> <li>•Coaching for senior management in issues of masculinity and violence, impact of VAW on working life, prevention and business action against VAW.</li> </ul>	<ul style="list-style-type: none"> <li>•Understanding and commitment of top management of the impact that VAW has in companies.</li> <li>• Support for institutional policies of zero tolerance to VAW.</li> <li>•Gender focus of senior management.</li> <li>• Favorable attitude towards VAW prevention initiatives.</li> </ul>
	<ul style="list-style-type: none"> <li>• Directives to prevent and punish any type of violence, and to modify management instruments in line with the directives designed.</li> </ul>	<ul style="list-style-type: none"> <li>• Manual of policies of prevention and sanction of any type of violence, management instruments modified and aligned to the new policies of prevention. Also, detailed knowledge by officials carrying out the execution of management tools across the enterprise.</li> </ul>
<b>Step 3: Create a safe environment and co-responsibility regarding VAW.</b>	<ul style="list-style-type: none"> <li>•Manual for intervention in suspected and actual cases of VAW in middle management, operations, support and security personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Guide to identify potential VAW cases.</li> <li>• Guide to detect and report VAW cases.</li> <li>• Guide for action to intervene in case of witnessing VAW.</li> </ul>
<b>Step 4: Articulate a network of institutional services for VAW prevention.</b>	<ul style="list-style-type: none"> <li>• Training program for Human Resources (social service) and security personnel on prevention and intervention for case care and referral to the institutional services network.</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional directory of VAW care and support services.</li> <li>• Protocol for care and referral of VAW cases.</li> <li>• Security protocol against the harassment of the partner/employee.</li> </ul>
<b>Step 5: Promote a cultural change of equity and free of VAW in the company.</b>	<ul style="list-style-type: none"> <li>• Program for the dissemination of policies and new values around the prevention of VAW towards mid-level, operational and support personnel.</li> <li>• Training program in gender, masculinity, equity, and VAW prevention to support and operational personnel.</li> <li>• External initiatives (campaigns, programs or sponsorships) to promote a society free of VAW.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender-sensitive organizational culture.</li> <li>• Zero tolerance and staff attitude of rejection of VAW.</li> <li>• Operational and support staff trained in gender and prevention of VAW.</li> <li>• Directory of social investment for prevention initiatives in VAW.</li> </ul>

<b>Management Model to Prevent Violence Against Women</b> <sup>130</sup>		
<p><b>Step 6: Identify inequitable management patterns.</b></p>	<ul style="list-style-type: none"> <li>• Identification of the inequitable management patterns of management personnel and how they affect the business function.</li> <li>• Training program on gender, masculinities, equity and prevention of VAW. The most relevant IMP should be emphasized, proposing changes in management and leadership styles.</li> </ul>	<ul style="list-style-type: none"> <li>•Diagnosis of the primary inequitable management patterns in management personnel and the potential costs to the company.</li> <li>• Managers trained to identify and control patterns of inequitable management.</li> </ul>
<p><b>Step 7: Implement the principles of Gender Theory to optimize management and prevent VAW.</b></p>	<ul style="list-style-type: none"> <li>• Manual of logistics, marketing, public relations, administration, operations, production and human resources policies free of VAW, sexist advertising and discrimination, aligned with the strategic plan and other management tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Managers trained in a gender approach and sensitive to new business opportunities.</li> <li>• Gender focused management documents by areas.</li> <li>• Management documents aligned with the zero-tolerance VAW policy.</li> </ul>

### **Study analysis of MMPVAW**

The Management Model to Prevent VAW is an effective instrument that allows companies to implement various mechanisms in an orderly manner to address prevention of VAW, reduce costs and improve profitability. It has been validated and is being implemented by GIZ and USMP in large and medium-sized companies in Bolivia, Ecuador, Paraguay and Peru.

### 5.3 Conclusions

- Peru is one of the more advanced APEC economies in terms of VAWP, with both reactive and proactive public-sector programs, annual budgets and long-term plans. It provides attention to survivors in Emergency Women's Centers, along with empowerment programs to help women affected by IPV support themselves financially. It also has a Toximeter to provide early warning, which is not yet broadly diffused.
- The Safe Company Seal is a public/private mechanism to motivate companies to address gender violence prevention. This seal is currently limited to the Ministry of Women and should also be promoted through the Ministries of Labor and Production (possibly others), to involve more companies. Likewise, the Ministries themselves should incorporate the Seal's standards in their own organizations, since they are large employers and can inspire by example.
- Companies that have applied to the Safe Company Seal have improved their practices and a few now have sustainable programs to prevent violence over the medium and long term. International Bakery and Bagó have strong community education programs. Bagó has invested in educational videos that now require further distribution. INTI now employs a VAWP management model that gives sustainability in the long term. Yet, these experiences are isolated. They might gain momentum by forming a network of Safe Seal Companies which could - together with the appropriate public-sector agencies - jointly promote VAWP, involving the media, churches, civil society and other companies.
- The academy and programs such as ComVoMujer and San Martin University have obtained and analyzed valuable data on VAW, in order to implement prevention strategies in various environments, for example: the informal sector, microenterprise sector, education sector, agro-industrial sector and others. It is important to continue and expand upon this research.
- The Management model to prevent VAW is a best practice to increase productivity and reduce costs associated with VAW, which has also been shown in the medium term to improve profitability in companies.

## CHAPTER 6: PHILIPPINES

### 6.1 Prevalence and Cost of VAW

The National Demographic and Health Survey (NDHS) is conducted by the Philippine Statistics Authority (PSA) every five years to monitor and evaluate the impact of population programs being implemented in the member economy. It is part of the worldwide MEASURE Demographic and Health Surveys program designed to collect information on various health-related topics including fertility, family planning, and maternal and child health. The 2008 and 2013 survey included a Women's Safety Module to collect information on the extent of VAW in the Philippines. Some findings from the 2013 NDHS include:<sup>131</sup>

- One in five women aged 15-49 experienced physical violence since age 15
- Rates of VAW in the Philippines indicate that approximately 1 in 5 women are beaten by their partner every 43 minutes
- 6% of women age 15-49 reported having ever experienced sexual violence
- One-fourth of ever-married women age 15-49 reported ever having experienced emotional, physical, and/or sexual violence from their husbands, and 7% reported having experienced physical or sexual violence in the past 12 months
- Among ever married women who experienced physical and/or sexual spousal violence in the 12 months before the survey, 65% reported experiencing some type of injury
- Only 30% of women who have experienced any type of physical or sexual violence sought assistance
- 4% of women age 15-49 reported experiencing violence during pregnancy

In a Philippines' study<sup>132</sup> that surveyed 640 female workers and 444 male workers, one in five respondents reported experiencing various forms of DV, including emotional/psychological (74%), physical (37%) and harassment (17%) by their husbands. Their work performance was affected by the decrease in productivity, absence and/or unpunctuality, mainly due to lack of money to be transported or because their vehicle keys were hidden. This same study shows that VAW also affects the witnesses, since 74% of respondents who reported knowing someone at work who had experienced DV reported that their co-worker's DV experience affected them too – they were stressed or concerned about the abusive situation (45%), DV caused

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<sup>131</sup> Philippine Statistics Authority (PSA) [Philippines], and ICF International. (2014). Philippines National Demographic and Health Survey 2013. Manila, Philippines, and Rockville, Maryland, USA: PSA and ICF International. Retrieved from: <https://dhsprogram.com/pubs/pdf/FR294/FR294.pdf>

<sup>132</sup> Fos-Tuvera, A. (2015). Domestic Violence at Home Affects Work and Workplaces! [We were late for work, absent from work, or bothered at work!]. 1. Retrieved From: [http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Philippine\\_Domestic\\_Violence\\_survey\\_key%20findings\\_September%202015.pdf](http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Philippine_Domestic_Violence_survey_key%20findings_September%202015.pdf)

conflict and tension between them (19%), and their work was affected, e.g., increased workload (15%). Workers' testimonies indicate the inaction of the private sector against VAW: "Managers and supervisors are aware when DV is affecting employees but they don't act unless in extreme cases like physical injuries."<sup>133</sup> 92% of workers think that if their workplace supports them with paid leave, education, training and safety policies for DV, they could reduce the effects of violence on all workers' lives.<sup>134</sup>

## 6.2 Violence Against Women Prevention

### 6.2.1 Public Sector Experiences

#### A. VAWP Laws and Policies

The Philippine Commission on Women (PCW)<sup>135</sup> is the primary policy-making and coordinating body on women and gender equality concerns. As the oversight body on women's concerns, the PCW acts as a catalyst for gender mainstreaming, authority on women's concerns, and lead advocate of women's empowerment, gender equity, and gender equality in the Economy. The PCW was formerly known as the National Commission on the Role of Filipino Women, established in 1975 through Presidential Decree No. 633, as an advisory body to the President and the Cabinet on policies and programs for the advancement of women. It was renamed in 2009, and its mandate was expanded by the enactment of Republic Act 9710, otherwise known as the Magna Carta of Women.

Numerous VAWP laws and policies exist in the Philippines<sup>136</sup>. The major ones are:

- Republic Act (RA) 8353 or the Anti-Rape Law
- RA 8505 or the Rape Victim Assistance and Protection Act
- RA 7877 or the Anti-Sexual Harassment Law
- RA 9208 or the Anti-Trafficking in Persons Act
- RA 8369 or the Family Courts Act of 1997 which provides protection for women and children against violence and incest. This law earned the Philippines a citation for best practice in enacting a trafficking law at the Asia Europe Meeting (ASEM) Seminar on September 2003 in Thailand.
- RA 9262 or the Anti-Violence Against Women and Their Children act of 2004 which penalizes all forms of abuse and violence against women and children (VAWC) within the family and intimate relationships. The inclusion of children in the law is in recognition that violence committed against the woman's child is one of the means

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<sup>133</sup> Ibid., 2.

<sup>134</sup> Ibid., 2.

<sup>135</sup> <http://www.pcw.gov.ph/focus-areas/violence-against-women>

<sup>136</sup> Thanks to Ermi Amor, Researcher in The National Commission on the Role of Filipino Women from Philippines, who participated in the Workshop and enriched the study with the Feedback Survey sent on 11/28/2017.

to further the abuse against women.<sup>137</sup> The law also provides security for the complainant victim and her family through protection orders from the local government office and the judicial courts. Moreover, it recognizes “battered woman syndrome” as an acceptable defense for actions committed by a victim as a result of battering.

The passage of RA 9262 (Anti-VAWC) and RA 9208 (Anti-Trafficking in Persons) led to the creation of two interagency councils tasked with overseeing the implementation of these two laws: The Interagency Council on Violence Against Women and Their Children and the Interagency Council on Anti-Trafficking.

Examples of policies at the individual agency or local government levels include:

- The Philippine Department of Justice Memorandum No. 9 Series of 1998 defined the Guidelines on the Handling of Rape Cases Involving Adult Victims
- The Supreme Court set out the Rules on VAW in handling VAWC cases
- The local government of Cebu City passed ordinances penalizing DV and providing protection to women and child victims, including issuing “barangay protection orders” to remove the abuser from the residence regardless of ownership status of the property.

### **B. Women and Children Protection Unit<sup>138</sup>**

The Department of Health (DOH) institutionalized the Women and Children Protection Unit (WCPU) in all its 39 hospitals nationwide, providing 24-hours quick response to deliver personalized and comprehensive health care to victims and survivors. Together with the Children Protection Unit and Women’s Desk at the Philippine General Hospital of the University of the Philippines, the DOH developed training programs for doctors and other health care personnel to respond with competence and sensitivity to the needs of women and children victims and survivors of violence, and for these doctors to perform forensic work that can serve as evidence in court proceedings when needed.

### **C. Crisis Intervention Unit and Haven<sup>139</sup>**

Temporary care and shelter for women in especially difficult circumstances was established by the Department of Social Welfare and Development. These shelters assist adult women victims of forced prostitution, illegal recruitment, battering, rape, incest, and armed conflict by providing temporary shelter, food, clothing and personal care items, and medical care. In addition, they offer a wide range of support services, including legal services, counselling, casework, group work and help with transportation expenses. Skills development programs, self-enhancement and social

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<sup>137</sup> Thanks to Honey M. Castro, Chief, Information Resource Management Division, Government of the Philippines, who participated in the Workshop and enriched the study with her feedback at the event on 11/13/17.

<sup>138</sup> Source: Survey response from Ermi Amor Yap, Researcher in The National Commission on the Role of Filipino Women from Philippines, on

<sup>139</sup> Ibid.

communication skills development, and livelihood skills development are also provided to help these women return to productive lives when they leave the shelters.

#### **D. Philippine National Police Women's and Children's Desks<sup>140</sup>**

Women's and Children's Desks are in most, if not all, police stations, manned by female police officers to receive complaints from victims/survivors of crimes committed against women and children.

#### **E. Studies to Measure Cost of VAW**

The government commissioned studies to measure the economic costs of VAW in the Philippines.<sup>141,142</sup> This is considered a best practice in helping to determine the scope of the issue and factors which may be addressed by future policies and programs.

#### **F. Orientation of Patrol 117 Personnel<sup>143</sup>**

The Philippine Commission on Women, in partnership with the Department of Interior and Local Government, conducted a series of orientations to Patrol 117 Operators on RA 9262, RA 7877, and RA 8353 (emergency hotline for reporting violations of anti VAW laws). This activity aimed to increase the knowledge and awareness of 117 personnel, particularly the emergency dispatchers and supervisors, on various laws that protect women from violence; forms of VAW; and how to handle VAW cases reported thru the 117 emergency hotline. Eight one-day orientations were conducted to make personnel aware of laws to protect women so they can efficiently refer callers to the most appropriate agencies. One challenge is that there is a new general hotline (911) for Philippine emergencies and some of the new personnel are not aware of the laws to protect women. To remedy that, another batch of orientations will be provided for the new service responders of 911.

#### **G. Capacity Building of Punong Barangays<sup>144</sup>**

Punong Barangays, elected public officials at the barangay (village) level, are mandated by RA 9262 to act on complaints of VAWC. The project goal was to strengthen the capacities of Punong Barangays and Barangay VAW Desk Officers in handling VAW cases. To accomplish this, 1,950 copies of Barangay VAW Desk Handbooks were printed in English and Filipino versions. The Barangay Protection Order Primer was enhanced. A Training Manual was developed on Strengthening the Capacities of Punong Barangays and Barangay VAW Desk Officers in handling VAWC

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<sup>140</sup> Ibid.

<sup>141</sup> Fos-Tuvera, A. (2015). Domestic Violence at Home Affects Work and Workplaces! [We were late for work, absent from work, or bothered at work!].

<sup>142</sup> Yap, Ermi Amor Figueroa. (1998). The Economic Costs of Violence Against Women. Policy Issue Briefs of the National Commission on the Role of Filipino Women (NCRFW). Retrieved from: <http://pcw.gov.ph/sites/default/files/documents/resources/Economic%20cost%20on%20VAW.pdf>

<sup>143</sup> Source: Survey response from PPWE Philippines, PCW International Affairs on 9/13/2017.

<sup>144</sup> Ibid.

cases. Instruction, Education, and Communication Materials on Barangay VAW Desk were also enhanced.

### **Study Analysis of Public VAWP Experiences**

The Philippines public sector has both reactive and preventive focused VAW policies, comprehensive laws, and programs which have an impact in helping survivors during crisis, reinforcing penalties for abusers, conducting studies to understand the scope of the problem, and training service providers to be sensitive to the needs of survivors. These can be expanded for greater impact with enforcement of laws and monitoring of implementation and compliance. More data needs to be collected and analyzed in order to evaluate programs and make long term decisions and budget allocations, to assure impact and sustainability.

#### **6.2.2 Public-Private Experiences**

##### **A. VAWP Awareness Campaigns<sup>145</sup>**

To encourage the involvement of men in the efforts to stop VAWC, the “White Ribbon” and “Men Speak Out Against Violence” Campaign was launched by the Philippine Commission on Women in December 2003 with gender sensitivity sessions led by prominent male personalities such as the Senate President and Chief Justice of the Supreme Court.

##### **B. Advocacy Activities with Firms/Labor Unions<sup>146</sup>**

This was a collaborative public-private activity with Firms/Labor Unions, Department of Labor and Employment Central Office and Regional Operations, and other partners. It consisted of various fora or lectures to discuss the 10-Day VAWC Leave benefits, which are provided by RA 9262. Information was also disseminated during the Family Welfare Program (field monitoring visits to establishments), resulting in increased awareness about the leave among private companies. Nevertheless, there are still agencies and companies un aware that VAW victims can avail the 10-Day Leave, so additional orientations are planned with other agencies and companies.

### **Study Analysis of Public-Private VAWP Experiences**

Focused on awareness, an accepted best practice in VAWP, these experiences are important ventures into public-private collaboration in this economy. Making them regular events over the long-term, expanding them to include other organizations, like the education system, and incorporating monitoring and evaluation are advisable for sustained impact.

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<sup>145</sup> Source: Ermi Amor Yap, Researcher in The National Commission on the Role of Filipino Women from Philippines

<sup>146</sup> Source: Survey response from PPWE Philippines, PCW International Affairs on 9/13/2017.

### 6.2.3 Private Sector

In the private sector there are non-government organizations which pioneered raising awareness on VAWC and providing services to victims and survivors. They continue to innovate and implement programs, such as:

**A. Community-based Approach to VAW (COMBAT-VAW)** started by the Women's Legal Bureau and the Harnessing Self-Reliant Initiatives and Knowledge (HASIK) was a pilot project on community organizing involving both men and women to raise awareness and change attitudes via education and training, support services, research and documentation. A range of strategies and approaches were tested and adapted by the project such as community-based crisis centers where legal advocates provided victims with counselling and assistance in dealing with barangay officials and the police, publication of education materials in comic form and a simple booklet illustrating the legal remedies available to victims of VAW. Cases of wife battering dropped from 3-4 cases per week to 2 cases per month, on average. This decrease was attributed to a combination of factors, including increased community awareness, increased awareness of rights among victims, increased willingness to seek help and prosecute their abusers, and fear of punishment among abusers.

**B. The Women Crisis Center (WCC)**, established in 1989, pioneered crisis work with women in the Philippines. In addition to providing temporary shelter, medical assistance and advocacy, legal assistance and advocacy, and stress management, it has two particularly innovative components: a *Feminist Approach to Counselling Women and a Survivors' Support Group*. WCC promoted Feminist Counselling in the Philippines, arranging for training to all interested parties through the Kalayaan Feminist School.

Eventually the University of the Philippines established the Centre for Women's Studies, which now offers Introduction to Feminist Counselling as a graduate course. Today, almost all crisis centers in the Philippines are based on Feminist Counselling, and the Philippine National Police has adopted its principles in setting up Police Women's Desks across the Economy. In 1997, the WCC launched its National Family Violence Prevention Program in 18 cities and municipalities. It is a community-based strategy of preparing family members to protect themselves against violence, and manage peaceful resolution of conflict within the family.

**C. Developing a Comprehensive Community Response to VAW (CORESVAW)** by the Development of People's Foundation (DPF), based in Davao City built on the strong cooperation between government, nongovernment and academic organizations. The CORESVAW project aimed to strengthen the capacity of local government and grassroots women to respond to gender violence and reproductive health problems. Seminars and training sessions were held on topics such as feminist counselling, gender sensitivity, prostitution and trafficking of women, and identifying and assisting survivors of battering. CORESVAW produced a set of treatment

protocols and a VAW primer, and participated in drafting and implementing the Women Development Code, a landmark in local government legislation, recognizing women as full and equal partners in development planning and nation building.

**D. Highlighting the Role of Health Professionals in Violence Prevention** is a program of the Philippine General Hospital and the Department of Emergency Medical Services of the University of the Philippines. Recognizing that hospital based workers, especially those in the emergency section, are in a strategic position to assist survivors of abuse, the hospital created a Women's Desk as part of its Crisis Centre. This was a five-year multidisciplinary project (1998-2002) which provided training, services, research, information dissemination and advocacy to medical and allied health professionals and others interested in diagnosing and treating women victims of violence to: 1) increase health professionals' sensitivity, compassion, empathy and respect for confidentiality; 2) strengthen skills in early detection, screening, interviewing, physical examination, treatment, acute crisis intervention and debriefing, and counselling and referral; and 3) increase knowledge of the conditions leading to violence and abuse, and skills in recognizing early or subtle signs of violence and abuse. Services to survivors were enhanced by the establishment of a Volunteer Advocate Group which facilitates care. A flowchart for case handling was also developed, setting out a holistic approach to ensure that the physical, mental and legal aspects of violence are all addressed, with appropriate medical and psycho-social follow-up. This program became the model for the establishment of Women's Desks in all major public hospitals in the economy.

**E. Other community-based VAWP programs** include: *Adopting a Community Based Response to DV* by the Lihok Pilipina Foundation which set up The Family Watch Group (Bantay Banay) is a comprehensive program of activities and interventions to alleviate, if not eliminate DV against women using volunteers to monitor women in their neighborhoods and provide a support system for any person suffering from violence or other abuse. The Bathaluman Crisis Center Foundation, Inc. (BCCF) established the program *Providing Crisis Support to Victims Bathaluman* which provides support systems, including a service and referral center, to help survivors deal with their physical trauma. Free legal services to victims and survivors are also provided by SALIGAN and KALAKASAN.

### **Study Analysis of Private Sector VAWP Experiences**

Based on the information provided, this work is being done by civil society with NGOs and foundations providing safety and survival services for those affected by VAW. It is both reactive and preventive in nature, with priority on identifying and assisting survivors of battering. To date, private companies are not involved, but the door has been opened with the 10-day VAWC leave for these same organizations (possibly with assist from White Ribbon which is already working in this economy) to help companies understand and plan for the issues surrounding VAW.

### 6.3 Conclusions

- The Philippines economy has interaction between the public and private sector regarding VAW prevention.
- Various foundations and NGOs are providing services for victims/survivors of VAW and running programs to prevent VAW, especially at the community level.
- The experience of advocacy with Firms/Labor Unions, DOLE Central Office and Regional Operations Focal Persons, and other Social Partners, is an important example of public-private collaboration to prevent VAW. These lectures could be expanded to include additional information about VAW and its impact on the workplace culture and productivity, with guidelines for creating workplace policies and procedures to prevent VAW.
- It is important to take in account that measurements of cost of violence to the workplace in this economy only consider women in the formal sector. According to the Philippine Labor Force Survey, workers in the informal economy constitute 14.8 million or 43.5% of the Filipino workforce.<sup>147</sup>
- The Philippines has enacted laws to prevent VAWC, assist victims and survivors, and penalize abusers. These laws and their implementation can be shared with the other economies. However, because enforcement of the laws and monitoring of implementation and compliance remain to be a major concern in the Philippine economy, there is a need to assess the status of implementation, measure the gains made as a result of these laws, and analyze the current situation. More detailed data needs to be collected and analyzed. Once the data is analyzed, the results, if positive, can serve as bases for the enactment of similar laws or policies in the other countries; if the results are not positive, then these results can also lead to the amendment of these laws or the enactment of better ones to make these more relevant and appropriate.<sup>148</sup>

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<sup>147</sup> Department of Labor & Employment. (2012). *Workers in the Informal Economy*. 1. Retrieved from: <https://www.dole.gov.ph/fndr/bong/files/Workers%20in%20the%20Informal%20Economy.pdf>

<sup>148</sup> Source: Ermi Yap, Researcher in The National Commission on the Role of Filipino Women from Philippines

## CHAPTER 7: United States

### 7.1 Prevalence and Cost of VAW

Nearly 1 in 4 women (23%) aged 18 and older in the United States have been the victim of severe physical violence by an intimate partner in their lifetime.<sup>149</sup> According to the Violence Policy Center, which uses Bureau of Justice statistics in annual reports about female homicide victims, nearly three women are murdered every day in the U.S. by current or former intimate partners.<sup>150</sup> Apart from deaths and injuries, physical violence by an intimate partner causes numerous health problems, some as a direct result of the physical violence like bruises, knife wounds, broken bones, traumatic brain injury, back or pelvic pain, and headaches. Other health conditions result from the impact on the cardiovascular, gastrointestinal, endocrine and immune systems through chronic stress or other mechanisms. These include asthma, bladder and kidney infections, circulatory conditions, cardiovascular disease, fibromyalgia, irritable bowel syndrome, chronic pain syndromes, central nervous system disorders, gastrointestinal disorders, joint disease, migraines and headaches, gynaecological disorders, pelvic inflammatory disease, sexually transmitted infections, including HIV/AIDS, pregnancy difficulties like low birth weight babies and perinatal deaths, and unintended pregnancy.<sup>151,152,153</sup> Also, children can become physically injured (and are certainly psychologically injured) during IPV incidents between their parents. A large overlap exists between IPV and child maltreatment.<sup>154</sup>

Costs of IPV against women alone in 1995 exceeded an estimated \$5.8 billion. These costs included nearly \$4.1 billion in the direct costs of medical and mental health care.<sup>155</sup> When updated to 2003 dollars, IPV costs exceeded \$8.3 billion, which included \$460 million for rape, \$6.2 billion for physical assault, \$461 million for stalking, and \$1.2 billion in the value of lost lives.<sup>156</sup> The increased annual health care costs for

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<sup>149</sup> Centers for Disease Control and Prevention (CDC). (August 22, 2017). Intimate Partner Violence: Consequences. Atlanta (GA): CDC, National Center for Injury Prevention and Control. Retrieved from: <https://www.cdc.gov/violenceprevention/intimatepartnerviolence/consequences.html>.

<sup>150</sup> Violence Policy Center. (2017). When Men Murder Women. An analysis of 2015 homicide data. 22. Retrieved from: <http://www.vpc.org/studies/wmmw2017.pdf>

<sup>151</sup> Black MC. (2011). Intimate partner violence and adverse health consequences: implications for clinicians. *Am J Lifestyle Med* 5(5):428-439, cited in CDC. Intimate Partner Violence: Consequences.

<sup>152</sup> Crofford LJ. (2007). Violence, stress, and somatic syndromes. *Trauma Violence Abuse*. 2007; 8:299–313, cited in CDC. Intimate Partner Violence: Consequences.

<sup>153</sup> J, Drossman DA. (2007). Relationship of abuse history to functional gastrointestinal disorders and symptoms. *Trauma Violence Abuse*. 8:331–343, cited in CDC. Intimate Partner Violence: Consequences.

<sup>154</sup> AE, Holden GW. (1998). The co-occurrence of spouse and physical child abuse: A review and appraisal. *J of Family Psychol*. 12; 578–599, cited in CDC. Intimate Partner Violence: Consequences.

<sup>155</sup> Centers for Disease Control and Prevention (CDC). (2003). Costs of intimate partner violence against women in the United States. Atlanta (GA): CDC, National Center for Injury Prevention and Control. Retrieved from <https://www.cdc.gov/violenceprevention/pdf/ipvbook-a.pdf>

<sup>156</sup> Max W, Rice DP, Finkelstein E, Bardwell RA, Leadbetter S. (2004). The economic toll of intimate partner violence against women in the United States. *Violence Vict*. 19(3):259–72, cited in CDC. Intimate Partner Violence: Consequences.

victims of IPV can persist as much as 15 years after the cessation of abuse.<sup>157</sup> Women who experience severe aggression by men (e.g., not being allowed to go to work or school, or having their lives or their children's lives threatened) are more likely to have been unemployed in the past, have health problems, and be receiving public assistance.<sup>158</sup> Consequently, victims of severe IPV lose nearly 8 million days of paid work—the equivalent of more than 32,000 full-time jobs—and almost 5.6 million days of household productivity each year, amounting to nearly \$1.8 billion in the indirect costs of lost productivity (in 1995 dollars). This is generally considered an underestimate because these crimes are vastly underreported, and the costs associated with the criminal justice system were not included.<sup>159</sup>

Despite strong evidence to indicate that VAW is a very costly problem for businesses, there has not yet been a study done to determine the economic impact of VAW or IPV on businesses in the United States. And, according to the Corporate Alliance to End Partner Violence, a national non-profit founded by business leaders and focused on the impact of DV on the workplace, most employers are not doing much in the way of addressing it. “In victims’ experience, employers provided relatively limited support – with 31% reporting that their employers offered “no programs, support or help”.<sup>160</sup> That is borne out by statistics from the Bureau of Labour’s 2005 Survey of Workplace Violence Prevention which found “in establishments that reported having a workplace violence program or policy, private industry most frequently reported addressing co-worker violence (82%). Customer or client violence was the next most frequent subject of private industry policies or programs (71%), followed by criminal violence (53%) and DV (44%). Only 4% of all establishments trained on DV and its impact on the workplace”.<sup>161</sup>

Other findings from the CAEPV survey support what the literature tells us about the prevalence of VAW and its impact on the workplace:<sup>162</sup>

- 44% of employed adults surveyed personally experienced DVs effect in their workplaces
- 21% of respondents (men and women) identified themselves as victims of IPV
- 64% of victims of DV indicated that their ability to work was affected by the violence

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<sup>157</sup> Rivara FP, Anderson ML, Fishman P, Bonomi AE, Reid RJ, Carrell D, Thompson RS. (2007). Healthcare utilization and costs for women with a history of intimate partner violence. *Am J Prev Med.* 32(2):89-9, cited in CDC. *Intimate Partner Violence: Consequences.*

<sup>158</sup> Lloyd S, Taluc N. (1999) The effects of male violence on female employment. *Violence Against Women.* 5:370–392, cited in Centers for Disease Control and Prevention (CDC). (August 22, 2017). *Intimate Partner Violence: Consequences.*

<sup>159</sup> Centers for Disease Control and Prevention (CDC). (2003). *Costs of intimate partner violence against women in the United States.* Atlanta (GA): CDC, National Center for Injury Prevention and Control.

<sup>160</sup> CAEPV. (2005). *National Benchmark Telephone Survey.* Bloomington, IL: Corporate Alliance to End Partner Violence. Retrieved from: <http://www.ncdsv.org/images/CAEPVSurveyWorkPlace.pdf>

<sup>161</sup> Bureau of Labor Statistics. (2006). *Survey of workplace violence prevention.* Washington, DC: U.S. Department of Labor. Retrieved from <http://www.bls.gov/iif/oshwc/osnr0026.pdf>

<sup>162</sup> CAEPV. (2005). *National Benchmark Telephone Survey.*

- 66% of those surveyed indicated they were not aware of their employer having a workplace DV policy
- 61% of those surveyed believe their employer’s “performance and reputation” would “improve if it did a better job addressing the impact of DV, such as through a workplace program”.

## 7.2 Violence against Women Prevention

### 7.2.1 Public Sector Experiences

#### A. The Violence Against Women Act

The Violence Against Women Act (VAWA) creates and supports comprehensive, cost-effective responses to the pervasive crimes of DV, sexual assault, dating violence and stalking. Through the original bill, which passed in 1994, VAWA created the first U.S. federal legislation acknowledging DV and sexual assault as crimes, and provided federal resources to encourage community-coordinated responses to combating violence. Its reauthorization in 2000 improved the foundation established by VAWA 1994 by creating a much-needed legal assistance program for victims and by expanding the definition of crime to include dating violence and stalking. Its subsequent reauthorization in 2005 took a more holistic approach to addressing these crimes and created new programs to meet the emerging needs of communities working to prevent violence. Included in the 2005 reauthorization were new focus areas such as prevention, landmark housing protections for survivors, funding for rape crisis centers, and culturally- and linguistically-specific services.<sup>163</sup>

VAWA 2013 reauthorized and improved upon services for victims of DV, sexual assault, dating violence and stalking – including Native women, immigrants, LGBT victims, college students and youth, and public housing residents. It made improvements to the VAWA grant programs, by creating a formal process for the Office on VAW to receive key input from DV and sexual assault community, such as DV coalitions.<sup>164</sup>

VAWA programs are administered by the Departments of Justice (DOJ) and Health and Human Services (HHS). “VAWA-funded programs have unquestionably improved the national response to domestic violence, dating violence, sexual assault and stalking,” according to the National Network to End Domestic Violence (NNEDV), “More victims are coming forward and receiving lifesaving services to help them move from crisis to stability, and the criminal justice system has improved its ability to keep victims safe and hold perpetrators accountable.”<sup>165</sup>

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<sup>163</sup> NNEDV. (2013). Violence Against Women Act. Retrieved from National Network to End Domestic Violence: <https://nnedv.org/content/violence-against-women-act/>

<sup>164</sup> Ibid.

<sup>165</sup> NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet. Retrieved from Women and Girls Foundation: [http://wgfpa.org/wp-content/uploads/2011/08/VAWA\\_Reauthorization\\_Fact\\_Sheet\\_-\\_NNEDV.pdf](http://wgfpa.org/wp-content/uploads/2011/08/VAWA_Reauthorization_Fact_Sheet_-_NNEDV.pdf)

Since VAWA was first passed in 1994:

- There has been as much as a 51% increase in reporting by women and a 37% increase in reporting by men<sup>166</sup>
- The number of women killed by an intimate partner decreased 34% and the rate of non-fatal intimate partner VAW decreased 53%.<sup>167</sup>
- In its first six years, VAWA saved U.S. taxpayers at least \$12.6 billion in net averted social costs.<sup>168</sup> A study in Kentucky found that civil protection orders saved that state \$85 million in a single year.<sup>169</sup>
- States have passed more than 660 laws to combat DV, sexual assault and stalking.<sup>170</sup>
- All states have passed laws making stalking a crime and strengthened laws addressing date rape and spousal rape.<sup>171</sup>

A study out of the University of Memphis encourages employers to consider the ramifications of anti-DV laws, along with the cost factors associated with DV in their companies, warning them of the risks they take by not understanding – or addressing – the rights of DV victims. “Employers can face legal liability when managers intentionally or unintentionally make discriminatory employment decisions that adversely affect employees or job applicants who are DV victims, and can also be legally liable for injuries and deaths when acts of DV occur in the workplace”.<sup>172</sup>

## **B. Study: Costs of IPV Against Women in the United States**

Recognizing the need to better measure both the scope of the problem of IPV as well as resulting economic costs—in particular, those related to health care—Congress funded the Centers for Disease Control and Prevention (CDC) to conduct a study to obtain national estimates of the occurrence of IPV-related injuries, to estimate their costs to the health care system, and to recommend strategies to prevent IPV and its consequences. The resulting report, *Costs of Intimate Partner Violence Against Women in the United States*, published in 2003, describes the development of the study; presents findings for the estimated incidence, prevalence, and costs of nonfatal and fatal IPV; identifies future research needs; and highlights CDC’s research priorities

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<sup>166</sup> DOJ, 208; Archer, C., et al, 2002, as cited in NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet.

<sup>167</sup> DOJ Bureau of Justice Statistics data collection between 1993 and 2008, as cited in NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet.

<sup>168</sup> Anderson Clark, K., et al, 2002, as cited in NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet.

<sup>169</sup> Logan, T. K., et al, 2009, as cited in NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet.

<sup>170</sup> NNEDV. (2011). REAUTHORIZATION OF THE VIOLENCE AGAINST WOMEN ACT (VAWA) Fact Sheet.

<sup>171</sup> Ibid.

<sup>172</sup> Mollica, K., & Danehower, C. (2014, October). Domestic violence and the workplace: The employer's legal responsibilities. *Journal of Management and Marketing Research*, 17. Retrieved from: <http://www.aabri.com/manuscripts/142022.pdf>

for IPV prevention.<sup>173</sup> Information derived from the study was used to influence strengthening of laws to prevent VAW and fund VAWPP through DOJ OVW.

### **C. DOJ Policy Statement, Federal Workplace Responses to Domestic Violence, Sexual Assault, and Stalking<sup>174</sup>**

As the nation's largest employer, the federal government seeks to be a model in its response to DV, sexual assault, and stalking and its effects. The DOJ Office on Violence against Women (OVW) led the effort to create a workplace violence policy that was mandated by Presidential Executive Order. Working with a technical assistance provider, OVW developed a federal workplace policy which is now implemented government-wide. The Policy Statement identifies existing policies and resources available within the Department to address DV, sexual assault, and stalking. These include policies related to:

- Responding to Employees and Enhancing Workplace Safety
- Protection and Restraining Orders
- Addressing Employee Work Performance and Conduct. DV, sexual assault, or stalking should be taken into consideration in determining any appropriate discipline involving a victim.
- Non-Discrimination and Non-Retaliation.
- Victim Autonomy, Confidentiality, and Recordkeeping.<sup>175</sup>
- Reporting Conduct of Contractors. Concerns regarding the conduct of contractors, such as perpetration of DV, sexual assault, or stalking, shall be promptly brought to the attention of the relevant contracting officer/representative and/or Department security personnel.

**Additional Guidelines and Procedures.** The Department will develop and implement additional guidelines, policies, and procedures necessary to implement this Policy Statement.

This workplace policy includes procedures for Investigating Incidents, Providing DV Victims with Resources and Referrals, Safety Planning, Workplace Flexibilities for Employees, Training on DV, Workplace Awareness and Outreach, and Monitoring and

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<sup>173</sup> CDC. (2003). Costs of intimate partner violence against women in the United States.

<sup>174</sup> Source: Telephone interview with Catherine Poston and Emma Westrasmus, U.S. Department of Justice Office on Violence against Women on 9/8/17.

<sup>175</sup> The Attorney General Guidelines for Victim and Witness Assistance are available at [http://www.justice.gov/olp/pdf/ag\\_guidelines2012.pdf](http://www.justice.gov/olp/pdf/ag_guidelines2012.pdf)

Evaluating Department Responses.<sup>176</sup> It is available as a model for private employers wishing to implement VAWP Policies.<sup>177</sup>

### **Study Analysis of Public Sector VAWP Experiences**

The US economy has a robust strategy to combat VAW which is primarily reactive with federal laws, laws in all states, a national action plan to support the implementation of laws and policies with significant funding of programs and VAWP workplace policies government-wide. While anti-VAW laws have been consistently strengthened, some experts claim that easy access to guns in the U.S. (compared to other economies) increases the number of DV related homicides. While not directly involved in most of the services to victims (health care is privately run in the U.S. and shelters are run by civil society organizations/non-profits), the public sector provides considerable funding and technical expertise to improve these services for victims of VAW. This economy could benefit from more and more consistent research on the prevalence and impact of VAW.

### **7.2.2 Public-Private Experiences**

#### **A. Department of Justice (DOJ) Office on Violence Against Women (OVW)<sup>178</sup>**

OVW was established in 1995 to administer VAWA, and it has awarded more than \$6 billion to communities across the U.S. since then.<sup>179</sup> VAWA recognized that, given the strong social barriers that keep VAW crimes hidden, public support for specialized outreach, services, training, and enforcement is critically important to achieving the vision of a society that no longer tolerates domestic and sexual violence and stalking. VAWA established grant programs to help communities respond to these crimes and better address the needs of victims. The DOJ OVW awards grants to support states, territories, tribal communities, local government, educational institutions, and non-profit victim services agencies in developing innovative and effective strategies to respond to sexual assault, DV, dating violence, and stalking.<sup>180</sup>

In fiscal year 2013, OVW made 510 grants totalling just under \$224 million. In fiscal year 2014, OVW made 471 grants totalling just over \$220 million. In fiscal year 2015, OVW made 472 grants totalling just under \$225 million.<sup>181</sup>

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<sup>176</sup> DOJ. (2013). DOJ Policy Statement, Federal Workplace Responses to Domestic Violence. Retrieved from Department of Justice: <https://www.justice.gov/sites/default/files/ovw/legacy/2013/12/19/federal-workplace-responses-to-domesticviolence-sexualassault-stalking.pdf>

<sup>177</sup> The workplace policy and supporting documents are available at <https://www.justice.gov/sites/default/files/ovw/legacy/2013/12/19/federal-workplace-responses-to-domesticviolence-sexualassault-stalking.pdf>

<sup>178</sup> Source: Telephone interview with Catherine Poston and Emma Westrasmus, OVW on 9/8/17.

<sup>179</sup> DOJ OVW. (2016b). Twenty Years of the Violence Against Women Act: Dispatches from the Field. US Department of Justice, Office on Violence against Women. Retrieved from <https://www.justice.gov/ovw/file/866576/download>

<sup>180</sup> DOJ OVW. (2016). *2016 Biennial Report to Congress*. United States Department of Justice Office on Violence Against Women, 1. Retrieved from: <https://www.justice.gov/ovw/page/file/933886/download>

<sup>181</sup> Ibid., x.

VAWA conducted a 20-Year Anniversary Tour to visit grant recipients in 50 locations in 20 states between November 2014 and September 2015. OVW visited rural, urban, suburban, and tribal communities to witness the impact of VAWA funding on—and the role of a coordinated community response in—their efforts to combat domestic and dating violence, sexual assault, and stalking.<sup>182</sup> This event is a good example of the best practice of following up, staying in touch with programs, demonstrating leadership interest and measuring results.

## Results

According to its 2016 Biennial Report to Congress, VOW-funded agencies provided numerous services to address VAWP<sup>183</sup>. These are summaries of the types and quantities of activities funded by VAWA during the 2-year period 2014-2016.

Criminal Justice Response<sup>184</sup> - VAWA funding has transformed how criminal justice systems in many communities respond to domestic and sexual violence. Among the innovations funded are law enforcement collaboration with victim services providers and healthcare professionals, use of evidence-based lethality assessments to curb DV-related homicides, improved forensic medical examinations for sexual assault victims, investigation and prosecution policies and practices that focus on the offender and account for the effects of trauma on victims, specialized law enforcement and prosecution units, specialized courts and dockets, enhanced offender monitoring strategies, and improved training opportunities for law enforcement, prosecutors, and judges.

**Services for Victims and Families**<sup>185</sup> - VAWA grants provide services to victims and their families to help them stay safe and establish independence after leaving an abusive relationship, and they connect victims with resources to support their recovery and pursuit of justice. Direct services funded through VAWA include:

- Crisis intervention to help victims deal with their immediate needs after being victimized.
- Legal advocacy and representation in civil and criminal matters.
- Assistance with obtaining orders for protection, which have been shown to reduce further violence.
- Shelter and transitional housing for victims fleeing abuse, with accompanying services.

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<sup>182</sup> DOJ OVW. (2016). Twenty Years of the Violence Against Women Act: Dispatches from the Field. Retrieved from <https://www.justice.gov/ovw/file/866576/download>

<sup>183</sup> Source: Interview with Catherine Poston and Emma Westrasmus, OVW and review of the most recent (2016) statutory report mandated by Congress, "Measuring Effectiveness Report" (MEI) available at <https://www.justice.gov/ovw/>

<sup>184</sup> DOJ OVW. (2016). *2016 Biennial Report to Congress*. xi

<sup>185</sup> *Ibid.*, xii.

- Supervised visitation and monitored custody exchanges, which account for the elevated risk of violence and homicide faced by victims and their children during the post-separation period.

VAWA-funded grantees provided more than 1 million services to victims in the 2 years covered by this report. On average, they provided services to 124,916 individuals during each 6-month reporting period, including an average of 111,817 primary victims of sexual assault, DV, dating violence, stalking, and/or child or elder abuse; as well as victims' children. The services most often provided were housing bed nights (1,926,892), hotline calls (591,788), victim advocacy (288,858), crisis intervention (171,831), civil legal advocacy (97,534), and criminal justice advocacy (85,990).

**Coordinated Community Response**<sup>186</sup> - DV organizations/programs, law enforcement agencies, social service organizations, health/mental health organizations, prosecution offices, sexual assault organizations/programs, courts, and legal services organizations met regularly with VAWA-funded grantees during the 2-year reporting period to address systems-level issues related to sexual assault, DV, dating violence, and/or stalking.

**Education, Awareness, and Prevention**<sup>187</sup> - Community education, awareness-raising, and prevention activities funded by VAWA are designed to reduce violence through changing attitudes and beliefs that legitimize or promote domestic and sexual violence. Promising approaches to this work involve engaging men and boys in advocacy and outreach, promoting bystander intervention, running social media campaigns, and organizing educational and mentoring programs. More than 1.3 million individuals participated in VAWA-funded education, awareness, or prevention activities related to sexual assault, domestic or dating violence, stalking, or child or elder abuse:

- 256,189 elementary, middle or high school students
- 525,715 college students
- 603,241 other youth, professionals, and community members

**Services for Underserved and Vulnerable Populations**<sup>188</sup> - Funds authorized by Congress through VAWA are used to address unique challenges that people from underserved and marginalized populations face when they are victimized. Grantees are encouraged—and often required—to conduct culturally and linguistically specific outreach to these populations and develop policies, practices, and resources that ensure they can access services and that their abusers are held accountable. During each 6-month reporting period, on average, VAWA-funded grantees served 144, 162 people from underserved and marginalized populations.

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<sup>186</sup> Ibid., xiii.

<sup>187</sup> Ibid., xv.

<sup>188</sup> Ibid., xiii.

**Training for Professionals**<sup>189</sup> – The majority of OVW funded programs support training for professionals who work directly with victims. During the 2-year period covered by this report, VAWA-funded grantees used funds to train a total of 686,966 service providers, criminal justice personnel, and other professionals to improve their response to victims. Technical Assistance - OVW funds technical assistance providers (TA providers) to offer VAWA-funded grantees training, site visits, tools and resources, and consultation with experts to help them effectively respond to domestic and sexual violence. The following technical assistance activities were reported by TA providers during the 2-year reporting period (2014-2016):

- Training events: 3,918
- People trained with Ta funds: 244,133
- Technical assistance site visits: 1,239
- Responses to requests for information: 38,072
- Technical assistance products developed or revised: 8,458

## **B. National Domestic Violence Fatality Review Initiative Background**

The mission of the National Domestic Violence Fatality Review Initiative (NDVFRI) is to provide technical assistance for the reviewing of DV related deaths with the underlying objectives of preventing them in the future, preserving the safety of battered women, and holding accountable both the perpetrators of DV and the multiple agencies and organizations that encounter the parties. Currently 33 states have DV Fatality Review Initiatives, some state-wide and others for specific counties or regions. DV Fatality Review Initiatives are also found in the APEC economies of Australia; Canada and New Zealand.

### **Results**<sup>190</sup>

While it is too early to determine the effects of death review teams, early anecdotal information suggests that the process has revitalized coordinated community responses and provided a new focus for interagency liaison work and communication. This appears to be of vital community importance. Some examples illustrate the kinds of changes taking place as a result of fatality review work:

- The West Palm Beach DV Fatality Review Team feels that the fatality review process has already had an impact on their community and how it responds to DV. Team members are now working internally with their agencies to change policies and procedures.

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<sup>189</sup> Ibid., xv.

<sup>190</sup> NDVFRI. (2017). National Domestic Violence Fatality Review Initiative. Retrieved from <http://ndvfri.org/about/faqs/>

- The Pinellas County DV Fatality Review Team reports that the process of fatality review has had an impact in their community. New collaborations have been formed, especially with people and agencies not traditionally involved. In addition, Pinellas County's coordinated community response has improved.
- In Washington, reviewers noted the dangers posed by suicidal abusers and recommended that first responders urge victims to call a DV program for safety planning if the abuser has a history of homicidal or suicidal threats.
- Several statewide reviews recognize the urgent need for translation services in cases of DV involving victims and perpetrators whose first language is not English. In one domestic homicide case in Washington State, "a law enforcement officer asked a six-year-old child to translate for the family member on the scene who had discovered the bodies of the two victims".<sup>191</sup>
- As a result of case reviews conducted in 2005 and 2006, the Vermont Domestic Violence Fatality Review Commission recommended that Vermont employers review their existing workplace and DV policies and consider adopting policies and providing training for employees on DV. They also established the DV and the Workplace workgroup to discuss the impacts of DV on the workplace, consider how the recommendation could be implemented statewide, and launched a study of male offenders enrolled in batterer intervention programs in Vermont.<sup>192</sup>
- In North Carolina, the Wake County Domestic Violence Fatality Review Team reviewed four DV homicides that occurred between 2008 and 2013.<sup>193</sup> One outcome was expansion of the Lethality Assessment Program (LAP) to the rest of the county's first responders and the Sheriff's Department, as well as nurses at Wake Medical Center. The LAP survey helps service providers determine the risk of death in a DV situation and alert the victim of her level of danger at a time when she is most receptive to intervention.<sup>194</sup>

### **C. Vermont Study of Male Offenders enrolled in Batterer Intervention Programs**

A study in Vermont interviewed male participants in batterer intervention programs (BIP).<sup>195</sup> It examined the impact of DV on the perpetrator and victim's workplace, including abusive contact at the workplace, paid and unpaid time taken off from work, and productivity and safety. It also examined the workplace response to DV from supervisors, co-workers, and policies and procedures. In addition, offenders gave their perspective on useful measures employers can implement to improve the workplace response to DV. Key study findings include:

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<sup>191</sup> Ibid.

<sup>192</sup> Schmidt, M. C., & Barnett, A. (2011). How Does Domestic Violence Affect the Vermont Workplace? A survey of male offenders enrolled in batterer intervention programs in Vermont. Vermont Council on Domestic Violence. Retrieved from [https://www.uvm.edu/crs/reports/2011/VT\\_DV\\_Workplace\\_Study\\_2011.pdf](https://www.uvm.edu/crs/reports/2011/VT_DV_Workplace_Study_2011.pdf)

<sup>193</sup> DVFRT. (2015). Wake County Domestic Violence Fatality Review Team Report. Retrieved from <http://ndvfri.org/download/northcarolina-wakecounty-annualreport-2014/?wpdmdl=929>

<sup>194</sup> Personal interview with Dr Stephanie Francis, Director of Community Engagement, Education and Prevention, Interact of Wake County, a DV and Sexual Assault Services Agency on 2/22/17.

<sup>195</sup> Schmidt, M. C., & Barnett, A. (2011). How Does Domestic Violence Affect the Vermont Workplace?

- 73% of respondents had never been in trouble for other issues such as drugs, alcohol, or violence at work; 45% had a criminal background check performed when they got their job.
- 29% of respondents contacted their partner while at work to say something that might have scared or intimidated her; 40% of supervisors were aware this type of contact occurred at work.
- 31% of respondents took paid or unpaid time off to be abusive or deal with the aftermath of abuse.
- Participants lost a total of 44,515 days of work, equivalent to 22 years of full time employment, because they were in jail because of DV.
- Common reasons why respondents' partners took time off work were to address emotional and/or mental issues, address physical injuries, attend court/legal meetings, and recover post incident.
- 83% of supervisors were aware that respondents took time off work due to a DV offense; yet only 32% of them responded to the employee about his DV incident, his behavior, or his relationship.
- 53% of respondents reported feeling their job performance was negatively affected by DV.
- 59% of respondents suggested it would be helpful for supervisors to confront an employee whom they suspect is abusive toward their intimate partner. Confronting the abuser includes: offering counseling, resources, help and support, and warning about the consequences of DV.
- Between 41% and 44% of respondents felt that workplace meetings that emphasize company policies on DV, setting a workplace culture against DV, and presence of a written company policy would be very effective measures that workplaces could take to prevent DV.
- 40% of respondents recommended that employers respond with disciplinary action when employees are found to be using work time and resources to abuse intimate partners.
- Two out of three respondents said that their workplace did not have a DV policy.
- 73% of offenders said that domestic abuse posters and brochures in the workplace would help prevent abuse from impacting the business.

## **Results**

Study findings resulted in several interesting recommendations for employers:<sup>196</sup>

Private, non-profit and state employers can play an important role in providing clear guidelines and creating a supportive and productive workplace by implementing model

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<sup>196</sup> Schmidt, M. C., & Barnett, A. (2011). How Does Domestic Violence Affect the Vermont Workplace?

practices and policies that respond to DV. DV impacts the workplaces of both victims and perpetrators. Employers must balance their workplace's response to DV, ensuring that victim safety is paramount and perpetrators are held accountable. Employers should affirm that a victim of DV is not responsible for the abuse and that only the perpetrator can stop the violence. Employers should also be aware that their workplace response to an employee who has been abusive to an intimate partner may have unintended consequences for the victim. Therefore, employers are encouraged to draw on the expertise of DV advocates in their community when crafting their business' response to DV.

The top two workplace strategies that DV offenders felt would be very effective in preventing DV are 1) a company policy requiring DV offenders to participate in a BIP to keep their job and 2) a supervisor meeting privately with the offender to discuss his behaviours and help him access resources. Almost half of respondents felt that workplace meetings that emphasize company policies on DV, setting a workplace culture against DV, and presence of a written company policy would also be very effective measures that workplaces could take to prevent DV.

The following recommendations represent a range of appropriate actions that employers can take to address the impact of DV on their workplace<sup>197</sup>:

- **Protocols and Policies:** Adopt a protocol and implement leave, benefit, and referral policies that address DV in the workplace.
- **Train:** Mandatory DV trainings for managers, supervisors, and human resources staff raise awareness and sensitivity, making the workplace safer and more productive and ensures that supervisors give the right messages to employees who are victims or perpetrators of DV.
- **Educate and Inform:** Educate staff through brown bag lunches, workshops, and newsletters. Inform employees who may be victims or perpetrators of DV about resources available to them through their employment and in the community. Post and distribute resource and referral information in areas of high visibility and on websites. Ensure that human resource and/or Employee Assistance Program staff has updated referral information for employees.
- **Consider Security:** Review worksite security measures to protect employees. Work with victims to address potential safety concerns unique to their situation. Keep it confidential.
- **Work Environment:** Create a fair and supportive work environment where it is safe to disclose abuse. Employees should not be disciplined, terminated, or denied opportunities because they are victims of DV. Respect the autonomy of adult victims to direct their own lives in all responses to DV. Treat employees who commit

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<sup>197</sup> View the Futures Without Violence "Pledge to Address Domestic and Sexual Violence in the Workplace" at <http://www.workplacesrespond.org>. Sample protocols and policies can be found at the Vermont Attorney General's website <http://www.atg.state.vt.us/issues/criminal-law/domesticviolence>

DV at or from the workplace in the same manner as employees who commit other acts of violence at or from the workplace. Be clear that DV will not be tolerated.

- Utilize Community Resources: Learn how employers can connect with community-based efforts to end DV.

### **Innovations in Services to Survivors of VAW<sup>198</sup>**

Interact of Wake County in North Carolina was one of the first DV agencies in the U.S. to employ the *Lethality Assessment Program*. Created by the Maryland Network Against Domestic Violence in 2005<sup>199</sup>, it is an innovative strategy to prevent domestic violence homicides and serious injuries. Working with local law enforcement, Interact uses a standardized, evidence-based lethality assessment survey to identify victims of DV who are at the highest risk of being seriously injured or killed by their intimate partners. The police officer responding to a DV emergency calls Interacts DV hotline where an advocate is available 24/7. From the victim's answers to 11 questions, the advocate can discern the risk of lethality and, if the victim agrees, assist the victim in creating an immediate safety plan. In some cases, the police officer will transport the victim directly to Interact as she is guaranteed shelter for herself and her children and assistance in obtaining an emergency restraining order, among other services. If the victim declines to speak with the DV advocate, the police officer reviews the homicide risk factors with the victim and encourages her to contact the DV service provider. Interact's Director of Community Engagement, Education and Prevention feels this program is saving lives by giving the agency an opportunity to help abused women create a safety plan and/or begin the process of leaving the relationship at a time when they are most receptive to intervention.

Another recent innovation that Interact now offers victims of IPV is electronic filing for a Domestic Violence Protective Order Application. A victim can complete and file an order of protection and have the case heard before a judge via video-conference – without having to find a babysitter, take off work, or face her abuser in a court room. Offering this option at Interact also gives victims the opportunity to have immediate access to the full continuum of InterAct's other services such as counseling, safety planning, shelter, legal referrals, case management, and meeting basic needs. This is a public-private collaboration with the local judicial system.

### **Study Analysis of Public-Private VAWP Experiences**

The Department of Justice creates a highly integrated VAWP ecosystem through the work of the Office on Violence against Women, which facilitates a more coordinated community response to VAW. This is the most developed example of public-private collaboration seen in the studied economies. The Office on Violence against Women exemplifies other best practices found in the literature by 1) providing resources (funding and expertise) for evidence based interventions to prevent VAW, and 2)

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<sup>198</sup> Personal interview with Dr Stephanie Francis, Director of Community Engagement, Education and Prevention, Interact of Wake County, a DV and Sexual Assault Services Agency on 2/22/17.

<sup>199</sup> Read more about L.A.P. at <https://lethalityassessmentprogram.org/about-lap/how-lap-works/>.

constantly monitoring and evaluating these programs which also requires the programs themselves to collect data necessary for sound decision-making and adds to the evidence base. By working in several key areas, from protection and support services for victims and survivors to judicial processes to awareness raising, OVW is able to support the broad spectrum of necessary activities and share best practices across areas. Research and data collection could be expanded and shared, especially as pertains to the evidence base for effective intervention. Collaboration with private companies could also extend the benefits of this VAWP ecosystem.

The Vermont Study was innovative in that it added new perspective to the VAWP data, that of the perpetrator of abuse. This is an important example of the best practice of collecting information to help us understand and tackle the problem. It resulted in some additional guidelines for workplace policies and data on IPV related lost productivity.

DV Death Review Committees are a valuable resource to improve coordinated community response, while adding to our knowledge of successful and unsuccessful approaches to VAWP. These reviews would benefit from including the employer of the victim and perpetrator to see how the workplace may have played a role.

The Lethality Assessment Program and Electronic Filing of DV Restraining Orders help save lives. First responders who understand the severity of the situation will take it more seriously and help the victim realize the danger she faces, encouraging her to accept help. Electronic filing removes several barriers to getting a restraining order, which have been shown to help protect families from further violence.

### **7.2.3 Private Sector Experiences**

#### **A. The Corporate Alliance to End Partner Violence (CAEPV)**

**CAEPV** is a national non-profit organization in the U.S. that was founded in 1995 by business leaders to focus on DV and its impact on the workplace. It convenes companies who exchange information, collaborate on projects, and use their influence to instigate change in their companies and in society. CAEPV offers extensive research, policy knowledge and issue expertise to the business community, including training, program guidance, and crisis consultation. Its programs are designed to make the workplace safe and to prevent IPV from impacting the workplace. CAEPV has member and associate organizations reaching over one million employees across the U.S. It promotes the best practices of its members<sup>200</sup>

**Allstate Insurance Company:** 1) Provides programs and financial support to VAW prevention agencies and service providers, through national conferences and other events. 2) Creation of a national campaign to sensitize the population and change social attitudes about VAW.

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<sup>200</sup> CAEPV. (2017). Best Practices. Retrieved from Corporate Alliance to End Partner Violence: <http://www.caepv.org/getinfo/bestprac.php>

**Altria Group, Inc.:** 1) Has held more than forty VAW conferences and workshops; 2) Has sponsored public service announcements and advertising campaigns to help raise awareness among the general public; 3) Worked with other companies, non-profit groups, and local government agencies to educate employers about VAW and its effects on the workplace; and 4) Disseminates information about VAW and how to get help to its more than 95,000 employees in the United States.

**American Express Company:** 1) Creation of a program designed to assist unemployed and underemployed women victims of VAW by helping them to explore employment options, training them in basic work skills, and offering recruitment opportunities with American Express.

**Archer Daniels Midland:** 1) Developed brochures with information on risks, definitions, signs of abuse in intimate partner relationships which are available to the staff through the employee assistance program. The brochures also explain why VAW is a problem in the workplace, and what to do if a work colleague, boss, or supervisor is affected by VAW. 2) Offers treatment for abusive employees through its benefit plan.

**Avon Products, Inc.:** 1) Committed to helping educate and empower women and end VAW. 2) Created the program "Raise your voice against VAW", that focuses on education, awareness and prevention, as well as support for victims in fifty countries. 3) VAW prevention brochure, a resource distributed by 650,000 Avon sales representatives in the United States and online at the Foundation's website.

**Blue Shield of California Foundation:** 1) Leader in VAW workplace prevention programs through its Blue Shield VAW program, launched in 1996. 2) In 2004 the Blue Shield of the California Foundation (BSCF) awarded more than \$6.7 million in grants to 304 organizations throughout California for VAW prevention.

**Cigna:** 1) Provides information on IPV through newsletters. 2) Cigna employees can confidentially request information on whom to ask for help, and what their colleagues can do to help, in what is called a fax on demand.

**Country Financial:** 1) Distributes Make It Your Business brochures to employees to help them learn more about VAW and how to treat it. The brochure includes telephone numbers for information and assistance.

**Eastman Kodak Company:** 1) CAEPV's primary sponsor of Girls Allowed, a 3D animation website dedicated to helping girls (11-14 years) learn to identify healthy and unhealthy relationships before becoming involved in potentially abusive relationships. 2) To help build internal awareness, Kodak offers a wide variety of resources on VAW issues. In addition, it offers presentations to staff and leaders on its Work / Life Initiatives and VAW not only as a personal matter but also as a business matter. 3) Through mandatory training, Kodak educates its leaders on how to recognize and prevent violence in the workplace, with special emphasis on VAW.

**Kate Spade & Company (formerly Liz Claiborne Inc.):** 1) Campaign for awareness and education that includes advertising, television and radio ads, posters, brochures, university workshops and partnerships with local retailers and community groups. The goal of the program is to help create a society that is intolerant to VAW.

**Health Care Service Corporation - Blue Cross and Blue Shield of Illinois, New Mexico, Oklahoma and Texas:** 1) Through its work with the State of Illinois in creating a state policy model on VAW. 2) Through VAW education of groups of employers and clients.

**Illinois State University:** 1) Social Welfare Program that generates awareness about VAW among personnel through brochures and security cards.

**Kaiser Permanente:** 1) Kaiser Permanente is the first health care system in California to treat problems of IPV and family violence. 2) Established the benchmark among health care organizations. The electronic medical record includes examination and evaluation of VAW, and care measures for each case.

**Mid Central Community Action:** 1) Provides a 24-hour hotline; 2) Emergency shelter (Neville House); 3) Legal and medical advice; 4) intervention services and support groups for women and children who are in VAW environments; 5) Training in raising children and non-violent relationships. The services are free and confidential.

**Safe Horizon:** 1) Provides support, prevents VAW and promotes justice for the victims, their families and communities. 2) Dynamic initiative to educate corporate audiences about the impact of VAW on the workplace.

**State Farm Insurance Companies:** 1) Encourage staff (in all areas) to get involved in VAW issues. 2) Training program designed to educate staff about VAW in the workplace. 3) Instruct supervisors on what to do if they suspect an employee could be potentially violent or show signs of assaulting their partner.

**Verizon Wireless:** 1) Created the Hope line program, which focuses on placing wireless products and services to help VAW victims, achieving a "safety net" service.

In 2007, Verizon Wireless released the results of a poll of 1,020 American men, which indicated broad support for employer-based efforts to address DV. Findings include:<sup>201</sup>

- 87% said employers should provide information for victims about how to get help
- 83% said employers should have policies to assist victims in getting help, including job security if they take leave to get help

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<sup>201</sup> For full results of the poll, visit <http://aboutus.vzw.com/communityservice/pollresults.html>.

- 77% said employers should provide training for supervisors/managers on supporting victims
- 72% said employers should provide information/resources with guidance on talking to kids about violence-free relationships.
- 61% of those surveyed thought employers should be doing more to address DV.

In 2005, CAEPV conducted a “first ever” National Benchmark Telephone Survey on DV in the Workplace. The findings reinforced the need for private businesses to address VAWP and demonstrated the lack of such programs at the time.<sup>202</sup>

## **Results**

Working with numerous companies in assorted industries, CAEPV has been able to establish a set of best practice for companies seeking to implement VAWPP:<sup>203</sup>

Step 1: Organize a Multidisciplinary Team to Oversee the Process

Step 2: Develop a Corporate Policy Addressing IPV

Step 3: Provide Training

Step 4: Build Awareness Through Workplace Communication

## **B. The National Network to End Domestic Violence (NNEDV)<sup>204</sup>**

NNEDV was founded more than 25 years ago to be the leading voice for survivors of DV and their allies. It became an alliance of DV shelter programs and state-wide groups and coalitions against domestic and sexual violence. In 1994, it led efforts to pass the landmark Violence Against Women Act, the first federal legislation to strengthen the government’s response to crimes perpetrated against victims of DV, sexual assault, dating violence and stalking. It provides training and assistance to the state-wide and territorial coalitions against DV, and furthers public awareness of DV and changes beliefs that condone IPV.

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<sup>202</sup> CAEPV. (2017). Best Practices.

<sup>203</sup> O’Leary-Kelly, A., Lean, E., Reeves, C., & Randel, J. (2008). Coming into the Light: Intimate Partner Violence and Its Effects at Work. *Academy of Management Perspectives*, Vol. 22, No. 2 (May, 2008), pp. 57-72, 22(2), 57-72. Retrieved from <http://www.jstor.org/stable/27747445>

<sup>204</sup> NNEDV. (2017). Who We Are. Retrieved from The National Network to End Domestic Violence: <https://nnedv.org/about-us/who-we-are-2/>

## **C. Kate Spade & Company<sup>205</sup>**

### **Background**

Established in 1976, Liz Claiborne, Inc., (LCI) began as a women's clothing design business founded by Liz Claiborne and three partners to take advantage of the increasing number of women entering the workforce as an opportunity to offer career-oriented wardrobe options. The company experienced early success, went public in 1981 and was the first company founded by a woman to listed on the Fortune 500 by 1985. By 2006 Liz Claiborne, Inc., which changed its name to Kate Spade & Company in 2013, was a multibillion-dollar company selling all over the world.

### **About the Experience**

In the early 80's, LCI decided to promote anti DV as a public relations strategy. Cause marketing was just coming into vogue, so the company test marketed several women's issue campaigns. DV resonated best with their audience so they launched the external campaign Love is Not Abuse.

As the company gained visibility for promoting IPV prevention to the public, they became educated on the topic and began to realize they should be addressing the issue inside their own company. There weren't any guidelines to follow at the time, so an early initiative backfired because of the culture of secrecy around DV. LCI held an employee DV training but called it a meeting about 'positive relationship skills' since they were skittish about calling it DV training/awareness. The employees who attended were upset and felt tricked upon learning the topic was DV.

In 2002, Ms Randel was invited by Kim Wells, Director of CAEPV, to present at an FBI summit about DV. In preparation, she asked LCI's head of security how many people had disclosed DV situations and was surprised to learn that no one had. Knowing the DV statistics, she figured that a company with 15,000 employees, mostly female, would certainly have more than zero DV situations in its midst. This prompted the realization that victims might have been disclosing to someone, but that without a formal system in place, the company could not know nor be sure that the cases were being handled properly. That prompted a shift to begin looking more seriously at company policies and procedures related to DV.

At the FBI Summit, Ms Randel learned about the idea of DV task forces, so created a DV response team at LCI. With collaboration from DV and sexual assault professionals, LCI human resources, security and communications, they created a training program and began training managers on how to recognize and respond to DV situations. After 18 months, 20 employees had sought help for DV. In one instance,

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<sup>205</sup> Source: Telephone interview with Jane Randel, former Head of Corporate Communications and Corporate Social Responsibility at Kate Spade & Company (formerly Liz Claiborne Inc.) and co-author of the study *Coming Into the Light: Intimate Partner Violence*. (2008), on 9/28/17.

an employee said LCI saved her life when a colleague noticed she was not at work and called her.

Ms Randel stresses that managers do not need to know how to solve the DV program; in fact, they should not try to. They should make a referral. The approach taught at LCI was Recognize, Respond, Refer.

LCI also continued to raise awareness of DV with external campaigns and programs. They developed curricula for high schools and colleges on dating abuse and dated \$1 million to seed the helpline Love is Respect. With other companies, they participated in the collaborative initiative NO MORE.org.

According to Ms Randel, the most important and successful thing they did was keeping the issue top of mind, for example, with signs in bathroom stalls with the EAP number and hotline numbers. One time the CEO left a message on people's voice mails. Training store personnel was very helpful as they had more day-to-day contact with each other. Human Resources cautioned managers to look deeper before reprimanding an employee for a reduction in performance, advising that it could be related to DV or financial problems. In 2006, an LCI distribution center associate was killed by her boyfriend, making the issue very personal for LCI.

One challenge of VAWPP implementation was leadership changes during Ms Randel's tenure at the company. One CEO did not see initially the relevance to LCI (beyond the marketing benefits) but was soon convinced by the management team who figured how to make the issue resonate with him by relating it to his own family. He later became a huge advocate. Ms Randel said that LCI was a relatively flat organization that was not big on internal metrics at the time and, therefore, did not track DV indicators nor their investment in DV programs other than consulting fees. However, their numbers matched the coalition's numbers when they participated in the CAEPV survey in 2005. Another challenge occurred when LCI wanted to put the DV hotline on their hang tags and received resistance from stores, especially in the south.

LCI went through a few years of turmoil in the late 2000s, so VAW prevention became less of a priority. For example, DV training in the stores became sporadic, but it did not stop.

Ms Randel encourages other companies to implement VAWPP, saying that "There is no reason for a company to not do this; it will only benefit you. You are running a potential risk if you do not, as people are already being distracted by the problem. As these issues grow in the public dialogue, you will become much more aware of them internally. But you can't just have a policy, you have to have a process."

#### **D. No More (nomore.org)<sup>206</sup>**

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<sup>206</sup> NO MORE. (2017). Our Story. Retrieved from NO MORE: <https://nomore.org/about/our-story/>.

Launched in 2013, NO MORE brings together the largest coalition of advocacy groups, service providers, governmental agencies, major corporations, universities, communities and individuals, all under a common brand and a unifying symbol in support of a world free of violence. Corporate partners include Bank of America, Kaiser Permanente, Macy's, Mary Kay, Jamberry, and the following companies:

**Avon** - In 2004, the Avon Foundation for Women launched the Avon Speak Out Against Domestic Violence program. Speak Out builds awareness, educates, and develops and implements prevention and direct service programs. Some of these projects are global, focused on ending gender-based violence and strengthening domestic violence laws. Avon and the Avon Foundation for Women have contributed more than \$60 million globally to support these goals, which includes more than \$40 million dedicated to U.S. programs.

**Allstate Foundation Purple Purse Program** - an annual fundraising competition in October during Domestic Violence Awareness Month. Non-profit organizations serving domestic violence survivors around the U.S. compete to raise the most money. The top fundraisers can win grand prize cash donations totalling \$350,000 from The Allstate Foundation.

**E. Other private organizations** addressing VAWP, which were not surveyed but have links to private business, are Workplaces Respond to Domestic and Sexual Violence<sup>207</sup>, Peace at Work<sup>208</sup>, Safe at Work Coalition<sup>209</sup>, and National Coalition Against Domestic Violence<sup>210</sup>.

### 7.3 Conclusions

- The US has had a national VAW policy longer than any economy. It has been consistently improved upon and covers the various components of VAWP with an implementation arm in DOJ, complete with dedicated staff and budget for programs to be delivered locally. The public sector collaborates with numerous organizations that address the problem of VAW in both the public and private sectors.
- An invaluable contribution is the role of the Department of Justice and the highly integrated VAWP ecosystem it creates through the work of the Office on Violence against Women, facilitating a more coordinated community response to VAW.
- The Office on Violence against Women exemplifies other best practices found in the literature by 1) providing resources (funding and expertise) for evidence-based intervention to prevent VAW, and 2) consistently monitoring and evaluating these programs which also requires the programs themselves to collect data necessary for sound decision-making and adds to the evidence base.

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<sup>207</sup> A National Resource Center: <http://www.workplacesrespond.org>

<sup>208</sup> <http://www.peaceatwork.org>

<sup>209</sup> <http://www.safeatworkcoalition.org>

<sup>210</sup> <http://www.ncadv.org/>

- An important contribution of the US public sector is that it finances various civil society institutions to provide services for victims. While this study has not focused specifically on care services, it is worthwhile to deepen these practices, since they are necessary for a healthy society and effective at preventing gender violence.
- Another important contribution of this economy is the alliances of companies to fight VAW. Organizations like CAEPV enable companies to join forces for a stronger presence, provide constant feedback to one another and develop best practices, while adding to the evidence base with research and experience. It is impressive that many of these companies have continued to address VAWP over the long term, even creating materials and campaigns to involve other private companies.

# GENERAL CONCLUSIONS

## Methodology

The study methodology allowed identification and categorization of the different levels of intervention of the successful examples provided by the economies or uncovered in the research. It also had limitations such as:

- For this methodology it is necessary to have the collaboration of the public and private sector to answer the questionnaires.
- Some questionnaire responses were incomplete, late, or were not sent. In some cases, we received no reply from the economy.
- Much of the data presented here was found on the internet and provided by the economy. While it came from reputable sources, it could not be cross-checked for accuracy in several cases.
- In most economies, the APEC Gender Focal Points are not aware of company VAWP experiences in their economies, which restricted the collection of information.
- Most of the economies, the literature, and VAW experts use the term domestic violence even when referring to intimate partner violence. Rather than risk distorting the meaning of the data, the terminology was left as it was originally found in the source, unless there was no doubt that intimate partner violence was being referred to. As a result, the reader will find less reference to intimate partner violence than one might expect in a study focused on intimate partner violence.
- The time allotted for this study was very limited, only 60 days. A study of this magnitude requires at least 180 days for the field work, with another 90 days for systematization.

## Findings

- Each of the six economies included in this study has laws, policies, plans, and programs to address VAW Prevention. These experiences are divided into public, public-private, and private experiences for this study.
- VAWP experiences can be grouped into four basic categories, with the understanding that there is considerable overlap between categories:
  1. Safety and Survival Services for Victims – mostly reactive, necessary services to care for those victimized by violence that can play a preventive role by helping to end the cycle of violence. Examples are emergency hotlines, shelters for DV survivors and their families, law enforcement response and medical services. Most of these interventions exist in the public sector or are run by civil society organizations which often receive funding from the public sector. There is considerable opportunity here for public-private collaboration. Companies benefit from having these services to refer their employees and can support

service providers with financial assistance, expertise, volunteers, and awareness campaigns.

2. Criminal Justice Responses – includes restraining orders, incarceration, restitution from abuser, custody of children, batterer intervention programs, laws and systems that hold abusers accountable, i.e. the enforcement of the laws. Again, this is mostly in the public realm of the and has primarily been reactive until the fairly recent advent of batterer intervention programs, which have shown promise in changing violent behaviours of offenders.
  3. Education, Awareness and Prevention – Both the public and private sectors participate in this category of interventions, with several public-private collaborations and opportunity for much more. Examples are presentations on Respectful Relationships and DV awareness programs in schools, workshops on masculinities, workplace training on how to recognize and respond to VAW, media campaigns to change cultural values about gender roles and reduce tolerance for violence (Love Shouldn't Hurt, Real Men Don't Hit Women), campaigns to encourage survivors to get help with information about available resources, etc. Many experts believe this is the key to real and lasting prevention - changing the cultural norms which perpetuate VAW. This has also been shown to be an area where private companies have expertise and can build brand loyalty, improving business while serving their communities.
  4. Coordinated Community Responses – Examples in this category are DV Homicide Task Forces, Family Empowerment Centers where several DV related service providers are readily accessible, and research projects which increase understanding of the problem and provide data. As the name suggests, these are coordinated efforts between public and private, but to date do not usually involve companies except as suppliers/contractors for their expertise.
- There are large data gaps on the extent and impact of VAW in all studied economies, along with variations in terminology and definitions, as well as methods of costing, which make comparison difficult. Much more information is needed to monitor and evaluate policies and programs.
  - Public policies in the studied economies focus on services for those affected by IPV and promoting gender equity in society through legal frameworks and public awareness. They consist of improving the quality of care services (judicial system, laws, health, etc.) to support victims and strengthen sanctions for perpetrators, as well as equal employment policies for government employers.
  - In two economies - the issue of gender violence has been recognized and addressed in the Ministries of Labor; this is a very important advancement since gender violence directly affects job performance with absenteeism, presentism and high labor turnover. This issue is covered by the area of occupational safety and health.

- Three economies - Australia, New Zealand and Peru - have public or private programs which recognize (with seals or accreditations) companies that implement VAWP Programs in their organizations, thus incorporating the business sector as an ally to eradicate VAW.
- Most of the company experiences consist of internal awareness activities combined with access to flexible working hours and/or paid leave for VAW victims. Some companies also provide training to all company personnel and external awareness campaigns.
- Studies on the impact of VAW are essential to VAWP, since a best practice is to understand the scope of a problem and its factors in order to devise strategies to address it, as well as establish a baseline against which to measure progress and effectiveness of public and private policies and programs. The Academy has contributed by generating information about the situation of VAW and quantifying the data. It is important that further studies are developed to measure the progress and effectiveness of interventions. Very few experiences in this study measure the impact of their activities quantitatively. Most of the evaluations found in this research tend to be of perception, opinion polls or recounts of activities carried out, rather than impact evaluations. Several economies have conducted studies, although most of the VAW studies still do not cover VAW costs to businesses. Only Peru and Australia provide specific data related to VAW costs to companies.
- The experiences of Canada and the Philippines demonstrate the key role that unions can play to achieve sustainable prevention programs, especially for the most vulnerable groups such as migrant workers and domestic employees.
- Organizations are challenged with available resources such as funds to implement activities and staff to organize or supervise. Finding time to conduct training was mentioned several times as a challenge to implementation of VAWP. Employee and management resistance sometimes occurred, usually due to a lack of understanding about the gender inequity foundation of VAW. This was addressed through coaching and sensitization exercises. These situations are best handled in private coaching sessions to allow for processing of often deep-seated beliefs about gender roles.<sup>211</sup>

Other challenges expressed by White Ribbon Australia (and alluded to by other organizations) are 1) engaging men across community including within challenging spaces; 2) maintaining and growing sustainable, community led solutions; and 3) effective cross-sector collaboration and support without duplication.

Most private organizations that implement some type of VAWPP do so out of concern for fellow employees, requests from employees, and a feeling that it is the right thing to do as a responsible corporate citizen. In very few cases, are there strong legal requirements to do so. There is not a general consciousness of the financial benefits to VAWP in the private sector.

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<sup>211</sup> Vara. (2015).

Public sector organizations appear to be more informed on the costs of ignoring VAW and seek to solve it as a social problem which is far reaching into all levels of society. Efforts to curtail VAW are focused on expansion of services to victims, streamlining legal procedures, sanctioning offenders, training first responders to better understand the issue, and educating the public about resources and, in some economies, attempting to change the cultural norms that perpetuate the violence. These cultural norms are very deep in most economies and not easily uprooted. Yet, the problem continues to escalate in most economies so more and more of them are looking to collaborate with the private sector to develop innovative and sustainable solutions.

# RECOMMENDATIONS

## Public Sector

- Based on the experiences obtained in this study, the best way to combat VAW is through public-private partnerships to stimulate education in the prevention and care of VAW through creative initiatives between the public sector and private sector. Feedback from APEC economy delegates confirm that public-private strategies are needed because in many cases the sectors act very independently and with a lack of knowledge of each other's activities. This can help to overcome the challenges of effective cross-sector collaboration and support without duplication.
- Conduct regular studies to gather information on the prevalence and impact of VAW, as well as disaggregating data from other surveys for each Economy to provide the data necessary for analysis.
- Consistently monitor and evaluate programs based on relevant data collection, aligned with objectives. The US DOJ VOW report to Congress provides a mechanism for broad and consistent M&E for VAWPP.
- Each economy could establish an observatory in a public-private alliance with civil society, NGOs, businesses and the academy over the short and medium term. This would be a space for monitoring, training and exchange of successful experiences in prevention and attention to gender violence. These observatories could then exchange information and best practices with those of other economies.
- Encourage the development of Think-Tanks dedicated to prevention of VAW, in such a way that they create inter-institutional synergies for joint and effective work in VAWP linked to the observatories.
- Care services for those affected by VAW are foundational for societal wellbeing, as well as corporate involvement in the fight against VAW. Provide effective support networks for victims through coordination of actions with police, justice systems, medical services, shelters, counseling, and legal assistance, among others. This will allow/encourage companies to refer cases identified in their workplaces in a timely manner.
- Provide subsidies or incentives (e.g. tax exemptions, discounts, opportunities to bid on government contracts and/or export opportunities) to facilitate the implementation and development of VAW prevention programs for Micro, Small, and Medium Enterprise (MSME) which have fewer financial resources to begin implementing them.

- Enlist the support of all media and social networks to raise awareness of VAW and VAWP resources, as well as to promote training programs on a massive scale.
- Work in coordination with the United Nations, international cooperation and the international media to combat VAW, as a global coalition.
- Certification of best practices and models that are proven effective, or accreditation of enterprises/institutions (both public and private) that adhere to set guidelines for preventing VAW will encourage economies to better enforce regulations and make stakeholders accountable. However, these standards and guidelines must be mutually defined by the APEC economies and implemented and governed within multilateral agreements. Promoting accreditation programs as an important instrument to encourage and recognize workplaces that take active measures to prevent and respond to violence against women (e.g.: example, The White Ribbon Workplace Campaign in Australia, and Safety Enterprise Certification in Peru).
- Establish regulatory frameworks that 1) identify IPV as a workplace hazard and provide guidelines for employers to provide support, including safety planning and referrals to specialist support services; require employers to implement VAWP policies with procedures to address IPV whether it happens inside or outside the workplace, and 3) require employers to implement training on how to recognize and respond to IPV.
- APEC recommended best practices could include implementation of VAWP management models, as this has been shown to be effective and guarantee the long-term sustainability and monitoring of VAW prevention programs.
- The public sector related to fiscal policy could define incentives for companies that invest in the development of capacities for the prevention, attention and control of the VAW. In Peru, there are tax incentive for investments which increase productivity and evidence to show that investment in VAWP qualifies.
- Economies can insist that violence prevention be included in educational programs in childhood, adolescence and youth, with a longitudinal approach, using all educational entities as allies (primary, secondary, technical and university levels) together with the media. Work with subject experts to create VAW Prevention content and educational material to help overcome the barriers to changing behavior, promote a culture of equity and respect for one another. Availability of these programs is lacking in most studied economies.
- Establish Domestic Violence Death Review Committees (DVDRC) to include representatives from the victim's and abuser's employer. These reviews have been shown to provide a collaborative model for effective community response

to DV which results in opportunities for positive systemic change. They currently exist in the APEC economies of Australia; Canada; New Zealand and the United States but there does not appear to be involvement of private businesses in these reviews.

- Provide information and training in gender mainstreaming both in the public and private sectors.
- Incorporate VAW statistics and VAWP information and data as part of the APEC Women and the Economy Dashboard.
- Collaborate in the exchange of successful experiences and give technical assistance to implement VAWPP. The U.S. DOJ VOW experience provides an excellent example of how to implement this approach.
- Create mechanisms that help maintain a permanent dialogue between the public and private sectors to follow up on gender violence prevention initiatives in the APEC economies.
- PPWE gender focal points can prioritize this issue on their agenda as part of a responsible ethical agenda in the APEC economies.
- Invest in the development of programs and projects based on empirical evidence and meaningful participation of women, especially those from marginalized groups; policies alone are not effective in preventing VAW.
- Business education programs of the APEC economies should be accompanied by training programs for the prevention of VAW.
- Certification of best practices and models that are proven effective, or accreditation of enterprises/institutions (both public and private) that adhere to set standards or guidelines for preventing VAW will encourage economies to enforce rules better and make stakeholders accountable. However, these standards and guidelines must be mutually defined by the APEC economies and implemented and governed within multilateral agreements.

### **Private Sector**

- Create a workplace culture that fosters respectful relationships and gender equity. Treat IPV as an equality issue that affects everyone, not just women. Look for (and correct) inequitable management patterns that weaken the business function and create fertile ground for VAW. Using anonymous, online surveys can help to capture honest employee perceptions.
- Develop workplace policies and procedures to address VAW, to include reporting requirements, safety procedures, referral paths, workplace

entitlements (e.g. flexible work hours, extended leaves of absence, workplace relocation) for victims, and accountability measures for perpetrators.

- Implement policies and procedure to deal with perpetrators of IPV. Given the prevalence of IPV, it is unreasonable to expect that companies will not employ abusers and it can be counterproductive to fire them since unemployment is one of the top risk factors for lethality in cases of domestic homicide. There are protocols and tools designed to encourage and support workers to disclose concerns about IPV at work and intervene in a safe manner. Build partnerships with community-based intervention programs to provide appropriate prevention and intervention to perpetrators. Ultimately, there must be consequences for perpetrators of IPV, whether the abuse happens on or off the job, and employers have considerable influence.
- Provide VAWP training to all employees on a regular basis. It should raise awareness of IPV and build skills to respond to it. Train on policies and procedures for supporting a survivor of IPV or responding to a perpetrator. Appropriate response is critical as it can make the difference in whether or not a victim seeks/receives help or ever discloses again.
- Recognize, Respond and Refer. This catch phrase helps employers remember that coworkers and supervisors only need to recognize the issue, respond to it and refer the victim on to appropriate services. Companies should not expect managers to be counsellors, they just need to be able to ensure a survivor is referred to appropriate services and a perpetrator is held accountable in accordance with company policy. Online resources can support broad-scale engagement, especially for large organizations with varying schedules.
- Realize and communicate to staff that effective investment in the prevention of and attention to VAW will have a significant impact on the improvement of labor productivity and business reputation among stakeholders. Apply sound business principles to address this issue as a business problem/opportunity.
- Companies with good practices in VAWP can be models and provide internships/shadowing/presentations so that other companies can learn their strategies and programs. In Peru, Bago and International Bakery share their experiences and materials with other interested companies, as do the members of CAEPV in the US.
- Leverage resources that already exist in many communities to support employees affected by IPV, as well as to provide awareness workshops and VAWP training to staff and consult on policy.

- Consider providing Paid Leave for DV Victims to support victims' efforts to seek help, legal recourse and support to return to productive employment. It has been shown to provide high ROI for small investment.
- Implement a Management Model to Prevent VAW for the long term. Not only does it reduce costs and improve productivity; evidence is emerging to support that the return on investment is very high.
- Consider DV awareness/skills and gender equity management as part of the expected skill set for executives and managers. Work with DV service agencies and the academy to develop training programs that speak corporate language.
- Recognize DV as a workplace safety issue which requires attention such as training and support for employees, including initial safety planning and directing survivors to specialist support services.
- Thinking under a business smart perspective, it's well known that a better working environment, motivated staff, among others, have positive economic effects, as it increases productivity and profits. Furthermore, the adoption of gender-based violence prevention strategies in the workplace has non-economic positive effects for companies, such greater social acceptance. It is easier for a company with good reputation (e.g.: is considered ethically committed) to acquire more clientele and attract qualified staff.

## APEC

- Promote dialogue between the private sector and the public sector to make visible the costs derived from violence against women in companies, promoting strategies of prevention, detection, and sanctions that allow increasing the productivity of companies. A win-win message is key. In this sense, the Public-Private Dialogues on Women and Economics that take place in the Annual PPWE Forums are a strategic space to involve stakeholders such as the ABAC, and other working groups as Human Resources Development (HRD WG), Heath (HGW), Small and Medium Enterprises (SME WG).
- The conclusions of the experiences developed in the report, can contribute in the detailed guidelines of the Healthy Women Healthy Economy Toolkit in the corresponding section.

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# Appendix A: Questionnaire for APEC Project Number: PPWE 03 2016 for Companies

## A. Questionnaire for Companies



Questionnaire for APEC Project Number: PPWE 03 2016

**"Towards Construction of Public and Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies"**

Dear (Contact Person),

The Project "Towards Construction of Public and Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies", aims to increase awareness of the economic costs of gender-based violence and of good practices promoted by the public and private sector to eliminate violence, reduce costs and strengthen business capacity. This will be achieved through: the compilation of methodologies used to measure the economic costs of gender-based violence, the compilation of good public-private practices to prevent gender-based violence, an international workshop to develop recommendations for both issues, a virtual publication that will provide tools for conducting studies on the measurement of violence, and a virtual publication that will disseminate recommendations and good public-private practices to eliminate gender-based violence.

We are writing to enlist your support in collecting this information, which we urgently need to present preliminary findings during the International Workshop to be held in Lima, Peru, on **November 13 & 14, 2017**. To accomplish this, we ask that you return this completed questionnaire no later than (insert **date 3 days from the day we send the survey**) so that we may include information from your business. If it is more convenient for you to do a live interview via telephone or Skype, please suggest times you would be available between now and (insert **dates 3 days from day we send survey**). If you have any questions, please do not hesitate to contact us. Thank you very much for your assistance.

-----

Name of Company: \_\_\_\_\_  
 Economic Sector: \_\_\_\_\_  
 Program Manager: \_\_\_\_\_

**I. SUCCESSFUL EXPERIENCES TO PREVENT VIOLENCE AGAINST WOMEN (VAW), REDUCE COSTS AND BUILD CAPACITY IN COMPANIES**

1) Has your company implemented any programs to prevent violence against women, reduce associated costs, and build capacity?

YES	1
NO	2

If yes, please list them: \_\_\_\_\_

---

2) Please tell us about your most successful experiences (initiatives, programs, activities) to prevent VAW, reduces associated costs and build capacity? Please describe them considering the following factors (maximum of 3 experiences):

EXPERIENCE 1: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/ implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	

Future Programs	
Available Information	

EXPERIENCE 2: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/ implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	
Future Programs	
Available Information	

EXPERIENCE 3: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/ implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	
Future Programs	
Available Information	

3) Does your experience have any relationship with activities carried out by the State?

YES	1
NO	2

If the answer is yes, please explain what type of relationship it has with the

State \_\_\_\_\_  
 \_\_\_\_\_

Your participation is greatly appreciated! Please contact Cheri Varnadoe if you have any questions or suggestions. Additional information about the International Workshop in Peru will be coming soon. We hope to see you there.  
 Best regards,

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## B. Questionnaire for governmental Institutions



Questionnaire for APEC Project Number: PPWE 03 2016

### "Towards Construction of Public and Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies"

Dear (Contact Person),

The Project "Towards Construction of Public and Private Strategies to Reduce the Costs of Gender-based Violence in APEC Economies", aims to increase awareness of the economic costs of gender-based violence and of good practices promoted by the public and private sector to eliminate violence, reduce costs and strengthen business capacity. This will be achieved through: the compilation of methodologies used to measure the economic costs of gender-based violence, the compilation of good public-private practices to prevent gender-based violence, an international workshop to develop recommendations for both issues, a virtual publication that will provide tools for conducting studies on the measurement of violence, and a virtual publication that will disseminate recommendations and good public-private practices to eliminate gender-based violence.

We are writing to enlist your support in collecting this information, which we urgently need to present preliminary findings during the **International Workshop** to be held in Lima, Peru, on **November 13 & 14, 2017**. To accomplish this, we ask that you return this completed questionnaire no later than (insert date 3 days from the day we send the survey) so that we may include information from your institution. If it is more convenient for you to do a live interview via telephone or Skype, please suggest times you would be available **between now and (insert dates 3 days from day we send survey)**. If you have any questions, please do not hesitate to contact us. Thank you very much for your assistance.

Name of your institution/agency: \_\_\_\_\_

Person responding to this questionnaire: \_\_\_\_\_

Your role/position: \_\_\_\_\_

#### I. COSTS OF GENDER-VIOLENCE

1) Has your institution conducted studies on the costs of gender-based violence?

YES	1
NO	2

If yes, please list the studies and their authors: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2) Does your institution have policies related to the costs of gender-based violence?

YES	1
NO	2

If yes, in what year was the policy enacted? \_\_\_\_\_

3) Regarding your agency's policies related to the costs of gender-based violence, please provide the following details:

Question/Issue	Rationale
<b>Name of the Policy</b>	
When did the policy initiative take effect?	
What organization/government agency initiated this policy? Why did this initiative take place?	
What problems have you experienced in the implementation?	
Objective(s)	
What government agencies supported this initiative?	
Actors involved	
Methodological and/or measurement instruments used in the design and implementation of the policy	
Results (statistical data)	
Systematization and/or documentation available on the web	
Future activities related to this policy	

#### II. SUCCESSFUL EXPERIENCES/PROGRAMS IN COMPANIES TO PREVENT VIOLENCE AGAINST WOMEN, REDUCE COSTS AND DEVELOP CAPACITY

1) Have you implemented any corporate programs to prevent gender-violence, reduce associated costs and build capacity in companies?

YES	1
NO	2

If yes, please list them: \_\_\_\_\_  
 \_\_\_\_\_

2) Please tell us about your most successful experiences (initiatives, programs, activities) with corporate programs to prevent gender-violence, reduce associated costs and build capacity in companies? Please describe them considering the following factors (maximum of 3 experiences):

EXPERIENCE 1: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	
Challenges	
Future Programs	
Available Information	

EXPERIENCE 2: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/ implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	
Challenges	
Future Programs	
Available Information	

EXPERIENCE 3: " \_\_\_\_\_ "

Experience	Description
Background of the experience/program	
About the experience (current evidence)	
Objectives	
Justification	
Implementation (time to prepare/implement, duration of program, costs, scope, resources, risks)	
Results (statistics)	
Challenges	
Future Programs	
Available Information	

Your participation is greatly appreciated! Please contact Cheri Varnadoe if you have any questions or suggestions. Additional information about the International Workshop in Peru will be coming soon. We hope to see you there.

Best regards,

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# Appendix B: Australia State and Territory VAWP Strategies

Flagship State and Territory Strategies	
<b>Victoria</b>	<p><i>Ending Family Violence: Victoria’s Plan for Change (2016)</i></p> <p><b>Background</b></p> <p>Response to Recommendations from the <a href="#">Royal Commission into Family Violence</a>, as well as recommendations from the Coronial Inquest into the Death of Luke Batty</p> <p><b>Aim &amp; Implementation</b></p> <p>A ten-year plan, which details how the Government will deliver the 227 recommendations from the Royal Commission into Family Violence to build a future where all Victorians live free from family violence, and where women and men are treated equally and respectfully.</p> <p><b>Funding</b></p> <p>\$572 million over two years. This is the single largest investment by any State, Territory or Federal Government to address family violence.</p> <p><b>Information available at:</b> <a href="http://www.vic.gov.au/familyviolence">http://www.vic.gov.au/familyviolence</a></p>
<b>Queensland</b>	<p><i>Not now, Not Ever: Putting an end to domestic and family violence in Queensland (2015)</i></p> <p><b>Background</b></p> <p>Developed by the Special Taskforce on Domestic and Family Violence in Queensland, chaired by the Honourable Quentin Bryce AD CVO, former Governor-General of Australia, and based on statewide community engagement and consultation.</p> <p><b>Aim &amp; Implementation</b></p> <p>Recommended the development of the <a href="#">Domestic Violence Prevention Strategy 2016-2026</a>. The Strategy outlines a shared vision and a set of principles to guide action across government and the community, including a staged 10-year plan on how we will get there. The Queensland Government released its <a href="#">response</a> in August 2015, and has accepted all 121 of the recommendations aimed at government and supports the 19 recommendations directed at non-government bodies. encouraging partnerships between the government, community and business.</p> <p><b>Funding</b></p> <p>\$233.8 million over 5 years.</p> <p><b>Information available at:</b> <a href="https://www.communities.qld.gov.au/gateway/end-domestic-family-violence/about/not-now-not-ever-report">https://www.communities.qld.gov.au/gateway/end-domestic-family-violence/about/not-now-not-ever-report</a></p> <p><b>Companies involved:</b> Heritage Bank, Queensland Rail, GC Suns, Brisbane Lions are corporate sponsors</p>

<b>Flagship State and Territory Strategies</b>	
<p><b>New South Wales</b></p>	<p><i>NSW Domestic and Family Violence Blueprint for Reform 2016-2021: Safer Lives for Women, Men and Children (2016)</i></p> <p><b>Background</b></p> <p>A framework for building an effective system that addresses the causes and responds to the symptoms of domestic and family violence. Developed in consultation with people affected by domestic and family violence, as well as service providers and stakeholders from the domestic and family violence sector, and the broader NSW community.</p> <p><b>Aim &amp; Implementation</b></p> <p>Sets out the directions and actions to reform the domestic violence system in NSW over the next five years. Includes strategies to prevent domestic and family violence, intervene early with individual and communities at risk, support survivors, hold perpetrators to account, and improve the quality of services and the system as a whole. The Blueprint has a strong focus on primary prevention and re-offending, to stop violence before it happens.</p> <p><b>Funding</b></p> <p>\$300 million over four years.</p> <p><b>Information available at:</b>  <a href="http://domesticviolence.nsw.gov.au/publications/blueprintwomennsw@facs.nsw.gov.au">http://domesticviolence.nsw.gov.au/publications/blueprintwomennsw@facs.nsw.gov.au</a></p>
<p><b>Australian Capital Territory</b></p>	<p><i>ACT Government Response to Family Violence (2016)</i></p> <p><b>Background</b></p> <p>Responded to the:</p> <ul style="list-style-type: none"> <li>● <i>Report of the Inquiry: Review into the system level responses to family violence in the ACT by Mr Laurie Glanfield AM (Glanfield Inquiry);</i></li> <li>● <i>Findings and Recommendations from the Review of Domestic and Family Violence Deaths in the ACT by the Domestic Violence Prevention Council (Death Review);</i> and</li> <li>● <i>The ACT Domestic Violence Service System Final Gap Analysis Report (Gap Analysis).</i></li> </ul> <p>Builds on the <a href="#">Second Implementation Plan</a> for the <a href="#">ACT Prevention of Violence against Women and Children Strategy 2011-2017</a>.</p> <p><b>Aim &amp; Implementation</b></p> <p>The Government is used the 33 recommendations as a basis for change, and Led to a four year \$21 million “Safer Families Package” in 2016 Budget. Key initiatives include a full-time family safety coordinator-general and dedicated safe families team and a comprehensive case management system and coordination of services for those affected by family violence.</p> <p><b>Funding</b></p> <p>\$21 million over four years</p> <p><b>Information available at:</b>  <a href="http://www.cmd.act.gov.au/_data/assets/pdf_file/0008/883484/ACT-Government-Response_family_violence.pdf">http://www.cmd.act.gov.au/_data/assets/pdf_file/0008/883484/ACT-Government-Response_family_violence.pdf</a></p>

<b>Flagship State and Territory Strategies</b>	
<p><b>South Australia</b></p>	<p><i>Taking a Stand: Respond to Domestic Violence (2014)</i></p> <p><b>Background</b></p> <p>Whole-of-government response to the findings of the State Coroner regarding the tragic death of Zahra Abrahamzadeh. Builds on “<a href="#">A Right to Safety – South Australia's Women's Safety Strategy 2011-2022</a>”.</p> <p><b>Aim &amp; Implementation</b></p> <p>Includes several policy responses – some directly relating to the issues raised by the Coroner, as well as other broader measures to help prevent domestic violence. Key initiatives include a Domestic Violence Court Assistance Service, an Early Warning System designed to increase accountability and provide an escalation point when there have been flaws in responding to domestic violence, ensuring all State Government agencies gain White Ribbon Workplace accreditation and strengthening penalties for people who are proven to be consistent domestic violence offenders.</p> <p><b>Funding</b></p> <p>Unknown</p> <p><b>Information available at:</b> <a href="http://www.officeforwomen.sa.gov.au/womens-policy/womens-safety/taking-a-stand">http://www.officeforwomen.sa.gov.au/womens-policy/womens-safety/taking-a-stand</a></p>
<p><b>Northern Territory</b></p>	<p><i>Domestic and Family Violence Reduction Strategy 2014-17: Safety is Everyone's Right (2014)</i></p> <p><b>Background</b></p> <p>Launched in 2014 by the NT Government, supported by the Commonwealth Government.</p> <p><b>Aim &amp; Implementation</b></p> <p>The victim-focused, integrated strategy aims to create an improved and coordinated approach to reduce and prevent domestic and family violence. The Strategy focuses on the rights of the victims and changing the violent behavior of offenders. A key initiative from the strategy is the Domestic Violence Directorate to facilitate the integrated approach between the Northern Territory Government and with non-government organizations.</p> <p><b>Funding</b></p> <p>\$12 million over three years (\$6 million from Australian Government)</p> <p><b>Information available at:</b> <a href="http://www.domesticviolence.nt.gov.au/documents/Domestic_Violence_Strategy.pdf">http://www.domesticviolence.nt.gov.au/documents/Domestic_Violence_Strategy.pdf</a> <a href="mailto:info@dvls.nt.gov.au">info@dvls.nt.gov.au</a></p>

<b>Flagship State and Territory Strategies</b>	
<b>Western Australia</b>	<p><i>Freedom from fear: Working towards the elimination of family and domestic violence in Western Australia (2015)</i></p> <p><b>Background</b></p> <p>Builds on <a href="#">Western Australia's Family and Domestic Violence Prevention Strategy to 2022</a>.</p> <p><b>Aim &amp; Implementation</b></p> <p>The plan is a framework of action that aims to build on the work already undertaken in Western Australia and further strengthen a whole of government and community sector response that is risk informed, integrated and accountable.</p> <p><b>Funding</b></p> <p>Unknown</p> <p><b>Information available at:</b>  <a href="http://www.dcp.wa.gov.au/CrisisAndEmergency/FDV/Documents/2015/FFFActionPlan2015.pdf">http://www.dcp.wa.gov.au/CrisisAndEmergency/FDV/Documents/2015/FFFActionPlan2015.pdf</a></p>
<b>Tasmania</b>	<p><i>Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020 (2015)</i></p> <p><b>Background</b></p> <p>A coordinated, whole-of-government action plan to respond to family violence.</p> <p><b>Aim &amp; Implementation</b></p> <p>Followed by the <a href="#">Safe Homes, Safe Families Implementation Plan: 13 August 2015 - 31 December 2015</a>. Key initiatives from the plan include the establishment of Safe Families Tasmania to coordinate support services for those harmed and hold perpetrators to account and additional investment in support services to address the immediate needs of families affected by family violence.</p> <p><b>Funding</b></p> <p>\$26 million over four years</p> <p><b>Information available at:</b> <a href="http://www.dpac.tas.gov.au/safehomessafefamilies">http://www.dpac.tas.gov.au/safehomessafefamilies</a></p>

## Appendix C: Lost Work Productivity Due to VAW in New Zealand<sup>212</sup>

<b>Lost work productivity due to VAW</b>			
<i><b>Reasons of leave - taking due to VAW</b></i>	<i><b>Hours</b></i>	<i><b>Days</b></i>	<i><b>Years</b></i>
<i>Victims leaving work early or arriving late to work</i>	110,209	17, 493	79
<i>Termination of employment</i>	5,986,735	950,725	4,321
<i>Victims being distracted at work</i>	8,104,773	1,286,473	5,848
<i>Physical Abuse</i>	168,425	26,724	121
<i>Sexual Abuse</i>	51,303	8,143	37
<i>Stalking</i>	8,885	1,410	6.4

<sup>212</sup> Table based on data in Kahui, S., Ku, B. & Snively, S. (2014). Productivity Gains from Workplace Protection of Victims of Domestic Violence. Page 41. These figures are based on the assumption that 7% of women in the workplace are victims. Experts consulted by the study authors have experiential evidence that the number is likely to be larger than this.

# Appendix D: Bagó VAWPP Budget

<b>Comprehensive Program for Prevention of Violence Against Women (2012-2017)</b>	
<b>Investment</b>	-Television US\$ 894,822 -Digital US\$ 60,108 -Internal US\$ 33,746
<b>Scope</b>	-Within the organization -The community -Society
<b>Resources</b>	Economic resources, in different activations like printed material, digital, audiovisual, campaigns, participation in related events, etc.  Human resources: <ul style="list-style-type: none"> <li>● General Manager (Main Speaker)</li> <li>● Human Resources Manager (Speaker)</li> <li>● Manager of Products and Communications (Speaker)</li> <li>● Social Assistant</li> <li>● Human Resources Personnel</li> <li>● Staff Internal Prevention Agents</li> </ul>

## Appendix E: VAW Studies in APEC Economies

### Australia

The cost of violence against women and their children in Australia (2016): [https://www.dss.gov.au/sites/default/files/documents/08\\_2016/the\\_cost\\_of\\_violence\\_against\\_women\\_and\\_their\\_children\\_in\\_australia\\_-\\_summary\\_report\\_may\\_2016.pdf](https://www.dss.gov.au/sites/default/files/documents/08_2016/the_cost_of_violence_against_women_and_their_children_in_australia_-_summary_report_may_2016.pdf)

A high price to pay: The economic case for preventing violence against women (2015): <https://www.pwc.com.au/pdf/a-high-price-to-pay.pdf>

Key findings – Safe at Home, Safe at Work? National Domestic Violence and the Workplace Survey 2011:

[https://www.arts.unsw.edu.au/media/FASSFile/Key\\_Findings\\_National\\_Domestic\\_Violence\\_and\\_the\\_Workplace\\_Survey\\_2011.pdf](https://www.arts.unsw.edu.au/media/FASSFile/Key_Findings_National_Domestic_Violence_and_the_Workplace_Survey_2011.pdf)

Playing Our Part: Lessons Learned from Implementing Workplace Responses to Domestic and Family Violence. (2016). Male Champions of Change: <http://malechampionsofchange.com/wp-content/uploads/2016/11/MCC-Playing-our-part-lessons-learned-report-2016-WEB.pdf>

### Canada

CAN WORK BE SAFE, WHEN HOME ISN'T? Initial Findings of a Pan-Canadian Survey on Domestic Violence and the Workplace (2014): [http://www.learningtoendabuse.ca/sites/default/files/DVWork\\_Survey\\_Report\\_2014\\_EN\\_0.pdf](http://www.learningtoendabuse.ca/sites/default/files/DVWork_Survey_Report_2014_EN_0.pdf)

Intimate Partner Violence & the Workplace: Results of a Saskatchewan Study. (2017). PATHS: <https://pathssk.org/wp-content/uploads/2017/02/PATHS-IPV-Workplace-Report-Oct-2017.pdf>

Impact of DV Perpetration in the Workplace: Interim Results. 2016. DV@worknet [http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Preliminary\\_Results\\_Report-No\\_Participating\\_Agencies%28Sep%2024%292.pdf](http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Preliminary_Results_Report-No_Participating_Agencies%28Sep%2024%292.pdf)

### Korea

Studies on VAW, none on economic cost of VAW. Available at [www.prism.go.kr](http://www.prism.go.kr)

### Mexico

The Cost of Violence Against Women in Mexico. (2016). National Autonomous University of Mexico Gender Studies, Secretariat of the National Commission of Governance to Prevent and Eradicate Violence Against Women: [https://www.gob.mx/cms/uploads/attachment/file/184345/El\\_costo\\_de\\_la\\_violencia\\_contra\\_las\\_mujeres\\_en\\_Mexico\\_-\\_oct\\_2016.pdf](https://www.gob.mx/cms/uploads/attachment/file/184345/El_costo_de_la_violencia_contra_las_mujeres_en_Mexico_-_oct_2016.pdf)

### New Zealand

SAFER SOONER Strengthening New Zealand's Family Violence Laws (2016): <https://www.justice.govt.nz/assets/Documents/Publications/safer-sooner-report.pdf>

Wahine Maori, Wahine Ora, Wahine Kaha- preventing violence against Maori women (2015): <http://women.govt.nz/documents/w%C4%81hine-m%C4%81ori-w%C4%81hine-ora-w%C4%81hine-kaha-preventing-violence-against-m%C4%81ori-women-2015>

Keeping Samoan women free from violence (2015):  
[http://women.govt.nz/sites/public\\_files/Pacific%20Report%20web.pdf](http://women.govt.nz/sites/public_files/Pacific%20Report%20web.pdf)

Current thinking on primary prevention of violence against women (2013):  
<http://women.govt.nz/documents/current-thinking-primary-prevention-violence-against-women-2013>

Lightning does strike twice: preventing sexual revictimisation (2012):  
<http://women.govt.nz/documents/lightning-does-strike-twice-preventing-sexual-revictimsation-2012>

Case studies of communities initiatives addressing family violence in refugee and migrant communities (2011): <http://women.govt.nz/documents/case-studies-community-initiatives-addressing-family-violence-refugee-and-migrant>

Restoring soul effective interventions for adult victims and survivors of sexual violence (2009):  
<http://women.govt.nz/documents/restoring-soul-effective-interventions-adult-victimsurvivors-sexual-violence-2009>

## **Peru**

Vara-Horna, A. 2015. Management Model to Prevent Violence Against Women:[http://www.administracion.usmp.edu.pe/investigacion/files/Modelo\\_gesti%C3%B3n\\_prevenir\\_VcM.pdf](http://www.administracion.usmp.edu.pe/investigacion/files/Modelo_gesti%C3%B3n_prevenir_VcM.pdf)

Vara-Horna, A. 2015. Los costos de la violencia contra las mujeres en las microempresas formales peruanas. Executive Summary:  
[https://oig.cepal.org/sites/default/files/comvomujer\\_usmp\\_estudio\\_de\\_microemprendimientos\\_peru\\_2015.pdf](https://oig.cepal.org/sites/default/files/comvomujer_usmp_estudio_de_microemprendimientos_peru_2015.pdf)

Vara Horna, Aristides. 2013. Violence Against Women and Its Financial Consequences for Businesses in Peru. English Executive Summary. Lima, Peru: Deutsche Gesellschaft für Internationale Zusammenarbeit and University of San Martin de Porres:  
[http://www.learningtoendabuse.ca/sites/default/files/The%20Impacts%20of%20Violence%20against%20Women\\_Financial%20Consequences\\_Peru\\_1.pdf](http://www.learningtoendabuse.ca/sites/default/files/The%20Impacts%20of%20Violence%20against%20Women_Financial%20Consequences_Peru_1.pdf)

## **Philippines**

Domestic Violence at Home Affects Work and Workplaces! [We were late for work, absent from work, or bothered at work!]. Key Findings of National Survey on the Impact of Domestic Violence on Workers and in Workplaces in the Philippines (2015). -  
[http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Philippine\\_Domestic\\_Violence\\_survey\\_key%20findings\\_September%202015.pdf](http://makeitourbusiness.ca/sites/makeitourbusiness.ca/files/Philippine_Domestic_Violence_survey_key%20findings_September%202015.pdf)

The Economic Costs of Violence Against Women (1992):  
<http://pcw.gov.ph/publication/economic-costs-violence-against-women>

## **Thailand**

Nartruedee Dendoung and Suphot Dendoung (2015). Violence against Female Workers. Department of Women Affairs and Family Development, Ministry of Social Development and Human Security.

Nanthana Thananowan, (2014) Violence against Women: Review and Conclusion from Research Evidence. Bangkok, VPrint Co. Ltd.

## **United States**

Twenty Years of the Violence Against Women Act: Dispatches from the Field. (2016). Office on Violence Against Women, U.S. Department of Justice: <https://www.justice.gov/ovw/file/866576/download>

Survey of workplace violence prevention. (2006). Bureau of Labor Statistics, U.S. Department of Labor: <http://www.bls.gov/iif/oshwc/osnr0026.pdf>

CAEPV National Benchmark Telephone Survey. (2005). Corporate Alliance to End Partner Violence: <http://www.ncdsv.org/images/CAEPVSurvey.WorkPlace.pdf>

Costs of Intimate Partner Violence Against Women in the United States. (2003). Centers for Disease Control and Prevention: <https://www.cdc.gov/violenceprevention/pdf/ipvbook-a.pdf>

## **Viet Nam**

Estimating the Costs of Domestic Violence Against Women in Viet Nam (2012). Duvurry & Carney: [http://www.endvawnow.org/uploads/browser/files/costing\\_dv\\_vietnam\\_unwomen\\_2012en.pdf](http://www.endvawnow.org/uploads/browser/files/costing_dv_vietnam_unwomen_2012en.pdf)

National Study on Domestic Violence against Women in Viet Nam. (2010). General Statistics Office (GSO) of Viet Nam: [www.gso.gov.vn/Modules/Doc\\_Download.aspx?DocID=12579](http://www.gso.gov.vn/Modules/Doc_Download.aspx?DocID=12579)

## Appendix F: Directory of VAWP Experts

### Australia

Libby Davies, CEO White Ribbon Australia: [Libby.Davies@whiteribbon.org.au](mailto:Libby.Davies@whiteribbon.org.au)

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### Philippines

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Cheri Varnadoe: [cheri.varnadoe@gmail.com](mailto:cheri.varnadoe@gmail.com)

### Viet Nam

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