



# **USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:**

**11.10 Adopt a survivor-centered sexual harassment and gender-based violence (GBV) policy including grievance management**

## **About Your Gender Equality Plan**

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at [EngenderingIndustries.org](https://EngenderingIndustries.org).

## **Description**

Create and implement survivor-centered sexual harassment and GBV policies with the following attributes:

- Definition and examples of prohibited behaviors
- Description of rights of victims and witnesses with a survivor-centered approach to respect, safety, and confidentiality; this should include allowing the victim to decide if and when they wish to make a formal report
- Description of independent third-party emotional and mental health services and counseling provisions as the first line of support for victims that is separate from the reporting process
- Description of reporting procedure that includes multiple reporting channels
- Description of independent third-party investigation procedures
- Description of individuals' responsibilities (e.g., employees, managers, supervisors, and HR) in upholding/ enforcing the policy
- Description of confidentiality expectations
- Prohibition of and punishment of retaliation
- Description of appropriate discipline for employees found to be in violation

Conduct employee-wide training on the policies for greater success in implementation

Use an anonymous employee survey, management reports, or other tools to identify and evaluate incidences of sexual harassment and GBV

Dedicate financial and human resources to ensure that victims who come forward have sufficient support, which might be emotional, psychological, economic, etc.

Advocacy of greater public understanding of the cost of GBV and the benefits of taking action

Recognize that intersectionality might make certain populations more vulnerable to sexual harassment and GBV (e.g., immigrants or undocumented people, older populations, persons with disabilities, LGBTQI+ persons, etc.) and determine how to best support these groups

## **Challenges to Implementation**

Country culture may suppress acknowledgement and/or reporting of GBV issues

Societal norms may accept sexual harassment as normal behavior and/or blame the victim

Employees and witnesses may choose not to report for fear of retaliation

Reported abuses may not be taken seriously by management even if well-established harassment and GBV policies and processes are in place

Perpetrators may not respond quickly to counter-GBV initiatives, or may escalate violent behavior

Internal HR reporting systems often hinder advancement and true culture change, and resources may limit the ability for third party investigation

Organizations may lack resources or understanding of the need for independent third-party mental and emotional health and counseling support that is separate from reporting processes

## **What Success Looks Like**

Policies are published throughout the organization in multiple languages

Staff at all levels are trained on an annual basis on harassment and GBV policies and procedures

Staff are trained on and practice respectful language and behavior which is positively reinforced

Staff are comfortable using reporting and resolution processes

Safe and respectful workplace is created and maintained

Reporting increases, demonstrating transparency and safety in reporting, before decrease of incidents observed in the long-term

Victims are emotionally and mentally supported and empowered to decide if and when they wish to make a report, and receive support to heal over the long term

## **Resources and Tools**

**Guide:** [Survivor-Centered Approaches to Workplace Sexual Harassment and Other Forms of Gender-Based Violence](#) (USAID)

**Guide:** [Integrating Gender into Workplace Policies](#) (USAID)

**Guide:** [How Business Can Tackle Gender Based Violence in the World of Work](#) (Business Fights Poverty)

**Guide:** [How to Implement a Survivor-Centered Approach in GBV Programming](#) (USAID)

**Guide:** [Developing a Gender Equity and/or Prevention of Violence against Women Organizational Policy](#) (Preventing Violence Together)

**Guide:** [Mitigating the Risks of Gender-Based Violence: A Due Diligence Guide for Investing](#) (UNICEF and Criterion Institute)

**Training Resource/Tool:** [The Iceberg of Sexual Harassment](#) (NAS)

**Case Study:** [Addressing Gender-Based Violence with Companies in Papua New Guinea](#) (IFC)

**Example:** [Sample Sexual Harassment Policy](#) (ILO)

**Example:** [Model Workplace Policy](#) (Workplaces Respond to Domestic and Sexual Violence)

**Example:** [USAID Protection from Sexual Exploitation and Abuse Policy](#) (USAID)

**Example:** [Eliminating Violence and Harassment in the World of Work](#) (ILO)

**Report/Study:** [Addressing Gender-Based Violence and Harassment](#) (EBRD, CDC & IFC)

**Report/Study:** [Towards An End To Sexual Harassment: The Urgency And Nature Of Change In The Era of #metoo](#) (UN Women)

**Report/Study:** [Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering and Medicine](#) (NAS)

**Report/Study:** [Sexual Harassment in the Workplace: Let the Conversation Begin!](#) (University of the West Indies)

**Report/Study:** [Women's Safety in the Workplace: Helping Business Prevent Sexual Harassment](#) (BSR)

**Report/Study:** [What Happens Underground Stays Underground](#) (Solidarity Center)

**Report/Study:** [Addressing Gender-Based Violence and Harassment in the Construction Sector](#) (IFC)

**Report/Study:** [Workplace Responses to Domestic and Family Violence: 16 Days of Activism Toolkit](#) (Male Champions of Change)

**Report/Study:** [Gender-Based Violence: An Analysis of the Implications for the Nigeria for Women Project](#) (The World Bank)

**Article:** [The Omissions that Make so Many Sexual Harassment Policies Ineffective](#) (HBR)