

Preventing violence against women in the workplace

An evidence review: full report

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1. Introduction

In recent research and policy debates there has been an increasing focus on the primary prevention of violence against women. Primary prevention strategies are understood as those that aim to stop violence before it starts by addressing the social determinants of the problem, rather than by responding to the problem after it has occurred or seeking to minimise its impact (VicHealth 2007). In Australia, recognition is increasing that violence against women is prevalent, serious and preventable. Simultaneously, there is a growing evidence base to demonstrate that the primary prevention of violence against women is an effective strategy to reduce the significant health, economic and social burdens associated with this problem.

Within the population of women who have previously experienced or are currently experiencing male violence, a large proportion (55 to 70 per cent) are currently employed (Australian Bureau of Statistics 2006). Therefore, involving the workplace as a site for addressing violence against women is critical: workplaces are influential social settings where people spend the majority of their adult lives. They can potentially be influential in increasing awareness, changing attitudes and behaviour and modelling gender equality and respectful relationships.

This report presents a review of national and international research literature regarding the potential role of workplaces as a key setting for the *prevention* of violence against women. The review addresses the two specific forms of violence against women that impact on the workplace – intimate partner violence and workplace sexual harassment – and how workplaces can contribute to changes in the underlying social conditions associated with gender inequality. In so doing, this report discusses best and promising practice examples of interventions and strategies that workplaces can undertake to create healthy workplaces based on a culture of respect and non-violence.

2. Violence against women: definitions and prevalence

The term *violence against women* is broad and encompasses a range of experiences including intimate partner violence, sexual harassment and sexual violence, as well as physical, emotional and other forms of abuse. Both Victorian government policy and VicHealth (2007) broadly understand violence against women according to the United Nations definition, which refers to:

any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life

(United Nations Declaration on the Elimination of Violence against Women 1993)

Despite over 30 years of Australian public policy and legislative reform, the prevalence of violence against women remains unacceptably high. Although both men and women can be victims of violence in different contexts, women are at far greater risk of particular forms of violence including intimate partner violence, sexual assault and workplace sexual harassment (Department of Planning and Community Development 2009).

For example, in the 2005 Personal Safety Survey, 40 per cent of women reported experiencing at least one incident of physical or sexual violence since the age of 15 (Australian Bureau of Statistics 2006). These findings reflect those in earlier research which indicate that more than a third of Australian women have experienced some form of physical or sexual violence during their lifetime, and that most often it is at the hands of a known man including a current or former intimate partner (Australian Bureau of Statistics 1996; Mouzos & Makkai 2004).

Intimate partner violence, for the purposes of this report, refers to:

any behaviour that in any way controls or dominates a family member that causes them to fear for their own, or other family member's safety or wellbeing. It can include physical, sexual, psychological, emotional or economic abuse and any behaviour that causes a child to hear, witness, or otherwise be exposed to the effects of that behaviour

(Family Violence Protection Act 2008 (Vic.))

As noted earlier, women are more likely to be victims of this form of violence and more likely to experience fear for their lives, hospitalisation and even death as a result of intimate partner violence (Department of Planning and Community Development 2009).

There is considerable debate about the terminology used to name violence between intimate partners and other family members. In particular, it is often noted that Indigenous communities prefer the terms *family violence* or *family fighting*, as these better reflect the extended nature of Indigenous family and kinship networks in which violence can occur (see Homel et al. 1999; Memmott et al. 2006), while much government policy also uses *family violence* or *domestic violence*. For consistency with the terminology used by VicHealth, and indeed in much public health research, the term *intimate partner violence* has been used throughout this report.

Workplace sexual harassment can be understood as encompassing:

sexual hostility (explicitly sexual verbal and nonverbal behaviours) and *sexist hostility* (insulting verbal and nonverbal behaviours that are not sexual but are based on gender), *unwanted sexual attention* (unwelcome, offensive interest of a sexual nature), and *sexual coercion* (requests for sexual cooperation in return for job benefits)

(O’Leary-Kelly et al. 2009, p. 506; emphasis added)

Recent Victorian studies have found that over 60 per cent of women surveyed report experiencing some form of violence at work (URCOT 2005) and 75 per cent report experiencing unwanted or unwelcome sexual behaviour at work (Hayes 2004). Moreover, in a national study, the Australian Human Rights Commission found that around one in three Australian women reported experiencing sexual harassment in their lifetime, but that a further ‘one in five (22 per cent) respondents who said they had not experienced sexual harassment then went on to report having experienced behaviours that may in fact amount to sexual harassment’ (Australian Human Rights Commission 2008a).

In their review of workplace sexual harassment research O’Leary-Kelly et al. (2009) discuss various definitions, which have evolved over time, identifying a further component of workplace sexual harassment: a hostile work environment. By this, the authors refer to a work environment that is intimidating and hostile to a staff member(s) due to sexualised or sexist behaviour, attitudes and conditions in a workplace. Importantly, this does not mean

all staff members may experience such an environment as hostile and affecting their work performance for workplace sexual harassment to be occurring. A key aspect of determining workplace sexual harassment is the impact it has on the target, such as humiliation and intimidation.

As mentioned earlier, more than a third of Australian women have experienced some form of physical or sexual violence during their lifetime. **Sexual violence** (including offences of rape and indecent assault) can be understood to refer to any sexual activity that occurs without a person's consent or 'free agreement' (see *Crimes Act 1958 (Vic.)*, ss. 36, 38–39). There is clearly a connection between workplace sexual harassment and other forms of sexual violence, including rape. Any unwanted sexual comments and/or behaviour may constitute workplace sexual harassment (and thus subject to regulation under equal opportunity and occupational health and safety legislation); some forms of unwanted sexual behaviour that occur in the workplace (particularly those involving unwanted sexual contact) may also constitute crimes of rape and/or indecent assault.

In examining understandings of the specific areas of intimate partner violence, workplace sexual harassment and sexual violence there are important similarities and differences (Table 1).

Table 1: Areas of violence against women: some similarities and differences

<i>Similarities</i>	<i>Differences</i>
<ul style="list-style-type: none"> • All constitute an abuse of power concerned with having and maintaining control over women in either an intimate or working relationship, with the overall consequences being that women’s social and economic status remains relatively unequal to that of men. • Women who have experienced such violence tend to feel shame and as a result are reluctant to disclose such violence. • Perpetrators use various tactics of control to humiliate and intimidate women into remaining silent and eroding their identity. • Others may be aware of the abuse but are reluctant to intervene because they believe it is a private matter or that they may be subjected to abuse if they intervene (O’Leary-Kelly et al. 2009). • Although all forms of violence against women occur across all social strata, those reporting the highest rates of violence are often those who are marginalised, such as women with disabilities, and younger women. 	<ul style="list-style-type: none"> • Relationship to the perpetrator: in workplace sexual harassment the perpetrator is a colleague or customer so the woman is unlikely to have an emotional attachment in comparison with intimate partner violence, where women’s identities are tied to their partner and there is often an emotional attachment. • Employers and managers have a responsibility to act to ensure a safe and non-discriminatory workplace, whereas with intimate partner violence there is only a requirement for employers to act where the workplace is made unsafe by the perpetrator’s actions. • Intimate partner violence is more likely to lead to a homicide or serious physical injury than workplace sexual harassment.

Gender equality and gender-based discrimination

The key concepts of gender equality, gender equity and gender-based discrimination are drawn on throughout this report.

Gender equality refers to equal treatment of women and men in laws and policies, and equal access to resources and services within families, communities and society.

Gender equity refers to fairness and justice in the distribution of benefits and responsibilities between women and men. It often requires women-specific programs and policies to end existing inequalities (WHO 2006).

Gender-based discrimination refers to those behaviours and practices that result in avoidable and unfair inequalities in society on the basis of gender. These inequalities can include differential or unequal access to power, resources or opportunities that in turn

results in inequalities in health, social and/or economic status. The United Nations compiles statistics indicating the persistent global inequalities in the status of women and men across eight areas: population and families, health, education, work, power and decision-making, violence against women, environment, and poverty (United Nations 2010). This definition of discrimination is broad and can be distinguished from a legal definition, which includes only those discriminatory acts that are against the law. In Australia, equal opportunity legislation is designed to protect individuals from being treated less favourably due to their gender or marital status, such as in employment or access to public services. Nonetheless, indicators of continuing gender-based discrimination in Australia include:

- the gap in women's pay relative to men's (including as a result of women's over-representation in part-time, casual work as well as the service and care industries)
- women's differential responsibilities for domestic work and unpaid labour in the home
- under-representation of women in positions of decision-making and seniority, including within government, the judiciary and in the private sector (such as on corporate boards)
- women's experiences of sexual and intimate partner violence
- rates of women's poverty relative to men.

(Australian Bureau of Statistics 2008; Department of Families, Housing, Community Services and Indigenous Affairs 2009)

Primary prevention: targeting the causes of violence

Prevention is another key concept used throughout this report. **Primary prevention** refers to strategies that target the underlying causes of violence before it occurs (VicHealth 2007). Primary prevention as a category is typically used to distinguish between both secondary prevention, which targets 'at risk' populations, and tertiary prevention, which refers to a response to violence once it has occurred. As noted by VicHealth (2007, p. 9) drawing clear boundaries around these three levels of prevention is not always possible.

In the workplace setting, an employer may implement policies and programs that seek to respond to incidents of violence and/or provide support for victims of violence to assist

them to maintain their employment. Such strategies may also have a primary preventative effect by promoting a non-violent workplace culture where violence against women is not condoned or tolerated. This carries the concomitant effect of relating this message to the wider community.

Policies and programs to respond to incidents of violence are less likely to be effective within an informal workplace culture that condones violence or accepts gender inequity. The focus of this report is foremost on primary prevention strategies, but it is acknowledged that this distinction may sometimes be difficult to maintain in practice. Current evidence points to the need for holistic strategies that incorporate both responses to those at risk of or already experiencing violence (secondary and tertiary prevention), and to prevention work that seeks to promote a culture of respect, non-violence and gender equity (primary prevention).

A framework to guide the primary prevention of violence against women in Victoria

National and international research evidence identifies several factors that can contribute to violence against women. It is well established that such violence occurs in societies due to the overarching gender inequalities between men and women as well as community attitudes that condone violence against women or view it as a private matter. Violence against women is more prevalent in societies where there is greater gender inequality and where there are strict gender codes and expectations (VicHealth 2007; WHO 2010). Further exacerbating the problem is the perpetuation of gender inequalities effected by violence against women.

Evidence of the prevalence, effects and costs of violence against women all make plain that the *prevention* of violence against women is critical to improving the health, wellbeing and quality of life of the public, and women in particular. The World Health Organization (2010) has underlined the importance of primary prevention of violence against women and makes the point that internationally this area has received too little attention in public health and health promotion. In the Australian context, VicHealth (2007) is one of the first health promotion organisations to comprehensively examine the opportunities for primary prevention of violence against women. Drawing on a public health approach, an extensive review of the research evidence, and informed by the work of the World Health Organization, VicHealth has developed a framework to guide the primary prevention of violence against women in Victoria (Fig. 1).

Figure 1. VicHealth framework to guide the primary prevention of violence against women in Victoria

Source: VicHealth 2007

Preventing violence against women: A framework for action

Addressing the social and economic determinants of violence against women

Key social and economic determinants of violence		
Theme for action: promoting equal and respectful relationships between men and women		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> • Belief in rigid gender roles and identities and/or weak support for gender equality • Masculine orientation or sense of entitlement • Male dominance and control of wealth in relationships 	<ul style="list-style-type: none"> • Culturally-specific norms regarding gender and sexuality • Masculine peer and organisational cultures 	<ul style="list-style-type: none"> • Institutional and cultural support for, or weak sanctions against, gender inequality and rigid gender roles

Key contributing factors		
Theme for action: promoting non-violent norms and reducing the effects of prior exposure to violence		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> • Attitudinal support for violence against women • Witnessing or experiencing family violence as a child • Exposure to other forms of interpersonal or collective violence • Use and acceptance of violence as a means of resolving interpersonal disputes 	<ul style="list-style-type: none"> • Neighbourhood, peer and organisational cultures that are violence-supportive or have weak sanctions against violence • Community or peer violence 	<ul style="list-style-type: none"> • Approval of, or weak sanctions against, violence and/or violence against women • Ethos condoning violence as a means of settling interpersonal, civic or political disputes • Colonisation

Theme for action: improving access to resources and systems of support		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> • Social isolation and limited access to systems of support • Income, education or employment • Relative labour force status • Alcohol and illicit drug use* • Poor parenting • Personality characteristics and poor mental health* • Relationship and marital conflict • Divorce or separation 	<ul style="list-style-type: none"> • Weak social connections and social cohesion and limited collective activity among women • Strong support for the privacy of the family • Neighbourhood characteristics (e.g. service infrastructure, unemployment, poverty, collective efficacy) 	<ul style="list-style-type: none"> • Support for the privacy and autonomy of the family • Unequal distribution of material resources (e.g. employment, education)

* Denotes increased risk of perpetration only.

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Priority populations and preventative actions			
Priority populations	Preventative actions		
<ul style="list-style-type: none"> • Children • Young people • Women and men • Indigenous communities • Culturally and linguistically diverse communities • Rural communities • Neighbourhoods affected by disadvantage • Women with disabilities 	<ul style="list-style-type: none"> • Research, monitoring and evaluation • Direct participation programs • Organisational and workforce development • Community strengthening • Communications and social marketing • Advocacy • Legislative and policy reform 		
Priority settings for action			
<ul style="list-style-type: none"> • Community services • Local government • Corporate • Faith communities • Education 	<ul style="list-style-type: none"> • Workplace • Cultural institutions and networks • Arts • Sports and recreation • Media and popular culture 	<ul style="list-style-type: none"> • Health • Cyberspace and new technologies • Justice • Academic • Military and like institutions 	
Intermediate outcomes			
Individual and relationship	Organisational	Community	Societal
<p>Individuals and relationships with:</p> <ul style="list-style-type: none"> • improved connections to resources and support; • respectful and equitable gender relations; • improved attitudes toward gender equity, gender roles and violence and/or violence against women; • improved skills in non-violent means of resolving interpersonal conflict; and • responsible alcohol use. 	<p>Organisations that:</p> <ul style="list-style-type: none"> • model, promote and facilitate equal, respectful and non-violent gender relations; • work in partnerships across sectors to address violence; • implement evidence-based violence prevention activities; and • are accessible to and safe and supportive for women. 	<p>Environments that:</p> <ul style="list-style-type: none"> • value and support norms that are non-violent and build respectful and equitable gender relations; • build connections between people and sources of formal and informal support; and • take action to address violence. 	<p>A society in which there are strong legislative and regulatory frameworks and appropriate resource allocation for supporting:</p> <ul style="list-style-type: none"> • gender equity; • the prevention and prohibition of violence; • the positive portrayal of women (e.g. in advertising); and • the development of healthy relationships between men and women.
Long-term benefits			
Individual and relationship	Organisational	Community	Societal
<ul style="list-style-type: none"> • Reduction in violence-related health problems and mortality • Improved interpersonal skills and family and gender relations • Reduced intergenerational transmission of violence and its impacts 	<ul style="list-style-type: none"> • Violence prevention resources and activities integrated across sectors and settings • Organisations that value and promote respectful gender relations • Improved access to resources and systems of support 	<ul style="list-style-type: none"> • Communities that value gender equity and respectful relationships between men and women • Reduced social isolation and improved community connections 	<ul style="list-style-type: none"> • Reduced gender inequality • Improved quality of life for men and women • Reduced levels of violence and/or violence against women • Improved productivity

Crucially, what the VicHealth framework provides is a collation of research evidence not only demonstrating that violence against women *is* preventable, but also supporting a spectrum of prevention strategies across a range of contributory factors, as well as across a range of

population groups and settings or sites of intervention (VicHealth 2007). Unequal gender relations, as well as norms condoning or promoting violence, underscore the key contributors to violence identified in the research evidence and this forms the underlying basis of the VicHealth prevention framework. These can be understood in accordance with an ecological model (common in much public health research), which identifies the effects and contributors of violence across three levels:

- **individual/relationship level**, such as individuals' beliefs in rigid/unequal gender roles, and attitudinal support for violence against women
- **community/organisational level**, such as culturally specific gender norms, and male peer and/or organisational cultures that are violence-supportive or provide weak sanctions against violence and/or gender inequality
- **societal level**, such as institutional practices and widespread cultural norms providing support for, or weak sanctions against, violence against women and/or gender inequality.

The framework also promotes a coordinated approach along a continuum from primary to tertiary prevention:

Primary prevention efforts are most likely to be effective when a coordinated range of mutually reinforcing strategies is targeted across these levels of influence, including programs to reduce individuals' risk of perpetrating or being subject to violence; broad scale social marketing campaigns to shift relevant attitudes and community norms; interventions to strengthen the capacity of communities, organisations and workforces to take action to prevent the problem; advocacy to secure community, government and corporate action; and reform of relevant policies and legislation. Many of the factors influencing violence cross boundaries traditionally existing between government departments, disciplines and settings and between the government and non-government sectors ...

(VicHealth 2007, p.12)

The strength of this framework is that it comprehensively 'joins up' the range of underlying social conditions that enable the continuance of violence against women and posits how these can be redressed by a range of social institutions and in key settings to prevent future violence. As discussed later, the framework also indicates several 'themes for action' to shape and guide prevention strategies.

The three key strategies are:

- promoting equal and respectful relationships between men and women
- promoting non-violence norms and reducing the effects of prior exposure to violence
- improving access to resources and systems of support.

Workplaces have been identified as an important site for promoting health and wellbeing and preventing illness and injury generally (WHO 2010). This report draws specifically on the VicHealth framework to inform its review of the factors underlying violence against women in the workplace and how the workplace setting can provide an opportunity for the primary prevention of violence against women.

3. Workplaces as a key setting for primary prevention of violence against women

The preventative approach advocated in the VicHealth framework (2007) demonstrates the importance of having a continuum of related strategies to stop violence against women: from primary prevention (which prevents the onset of violence against women) to tertiary responses (oriented towards supporting current victims of violence and reducing the effects of such violence). It moves beyond thinking that violence against women impacts on the workplace only as a problem of risk management of individual men and women who require professional therapy or interventions. Rather, the framework emphasises the importance of shifting organisational cultures to be more proactive in promoting gender equity and challenging those behaviours/social norms that either implicitly or explicitly condone violence against women.

The framework describes how the workplace setting can be a site for social change alongside other community-led and organisational efforts to prevent violence against women.

Workplace-based strategies can enable organisations to address the immediate impacts of violence against women and to contribute to broader organisational and cultural change.

The framework describes the importance of addressing the underlying determinants and social conditions that contribute to the continuation of violence. In the workplace setting, this means addressing gender inequality and addressing barriers to women's participation and leadership in the workforce.

At various points in recent history, workplaces, under direction from state and Commonwealth legislation, have been required to address some issues of gender inequality.

Workplace sexual harassment, anti-discrimination and equal opportunity legislation was introduced in the 1970s and 1980s to stop unwelcome sexual remarks or sexual advances to co-workers or customers and to ensure that women were given the same opportunities in employment as men and would not be subjected to discrimination in the workplace.

Consequently, the legislation required government, non-government and private sector organisations to develop sexual harassment and equal opportunity policies that were intended to change attitudes and behaviour related to sexism, sexist behaviour, and unequal treatment and opportunity in the workplace; for example, it was no longer legal to advertise a job vacancy specifying a male or female for the job. At the tertiary end, the legislative reform offered female workers a means of recourse, of which one outcome was to be able to continue employment in a safe environment. These approaches were top-down driven

legislation and policy-led by government to regulate behaviour in workplaces in order to promote women's equality. Significant inroads have been made, although this form of violence against women has not been eliminated, nor equality achieved. Research indicates that people increasingly identify sexual remarks and advances as unacceptable in the workplace (Human Rights and Equal Opportunity Commission 2008).

As indicated by the prevalence statistics cited earlier, sexual harassment persists within Australian workplaces. In addition, concern continues regarding other markers of gender equality including equal pay, the remuneration of 'caring' professions (such as nursing, teaching and palliative care), and women's representation at senior management levels and on corporate boards. These markers suggest that, although legislative mechanisms to target gender inequality are in place, more effort is needed to ensure that informal workplace cultures and practices, and broader social norms, are consistently supportive of gender equality. These workplace cultures and norms are a potential target for primary prevention activity.

In recent years, there have been some workplace initiatives addressing violence against women to complement regulatory and legislative approaches. They include the development of policies and procedures to support staff affected by violence against women, establishment of partnerships between employers and women's service agencies and delivery of management training and awareness-raising to enable appropriate responses to violence if it occurs.

The involvement of workplaces in the prevention of violence against women has predominantly involved regulatory approaches and partnership-based programs. To date, the practice and research about the role of workplaces in the primary prevention of violence against women has received limited research attention. Furthermore, the underlying social conditions that reproduce gender inequality and are associated with the occurrence of violence against women have not been addressed with a cohesive strategy generally or specifically in targeting workplaces. For example, women's economic inequality has traditionally been addressed in a separate policy arena from that of violence against women.

4. The impacts of violence against women

Impact on women's physical and mental health

Violence against women is recognised as having major effects on the health and wellbeing of women who have been subjected to such violence. The effects on women are material and financial (such as unstable housing, employment and income), health-related (including premature death, physical injuries, greater levels of depression, anxiety, suicidal ideation and attempts compared with the general population, higher rates of substance misuse, and sleep problems) and interpersonal (including low self-esteem and social isolation) (Berns & Schweingruber 2007; Browne, Salomon & Bassuk 1999; Brush 2000; Brush 2003; Eisikovits & Buchbinder 1999; Humphreys 2007; Kearney 2001; Towns & Adams 2000; VicHealth 2004). In Victoria, research indicates that intimate partner violence alone is the leading contributor to death, disability and illness in women aged 15 to 44 years, representing a greater burden of disease than many other risk factors including high blood pressure, smoking and obesity (VicHealth 2004).

Impact on women's workforce participation

Research has found an often low level of awareness among employers about the extent to which women employees are affected by male violence (Franzway, Chung & Zufferey 2009; Hunt et al. 2007; Lindquist et al. 2010). This is an important issue to address in encouraging workplace involvement in primary prevention, particularly as Australian surveys have shown high rates of workplace sexual harassment (Human Rights and Equal Opportunity Commission 2008) and that women who are experiencing or have experienced various forms of male violence (stalking, harassment, physical assault and threat, sexual assault, violence by current and previous partners) are participating in employment (Australian Bureau of Statistics 2006). They may be unaware of it, but many employers, managers and colleagues will be working with women who have experienced violence, and with men who perpetrate workplace sexual harassment and intimate partner violence.

Intimate partner violence and workplace sexual harassment have common effects on women workers who have been victimised (Bell 2003; Browne, Salomon & Bassuk 1999; Collinsworth et al. 2009; Franzway, Chung & Zufferey 2009; Moe & Bell 2004; Nielsen et al. 2010; Reeves & O'Leary-Kelly 2007; Swanberg & Logan 2005; Tolman & Wang 2005; Willness, Steel & Lee 2007).

These include:

- job loss or having to leave employment
- lack of concentration at work
- being employed at a lower level than their capability
- working reduced hours
- increased absenteeism and tardiness
- work distraction, work withdrawal or poor performance
- mental health deterioration, particularly post-traumatic stress disorder
- depression, anxiety and lowered self-confidence
- not dealing well with conflict in the workplace.

Anecdotal evidence suggests that these effects may make these women more vulnerable to bullying in the workplace. North American research shows women with more recent experiences of intimate partner violence have higher levels of job instability and turnover (Browne, Salomon & Bassuk 1999; Brush 2000; Tolman & Raphael 2000).

In situations of intimate partner violence, male perpetrators use a number of tactics to interfere with women's employment and employability (Bell 2003; Browne, Salomon & Bassuk 1999; Moe & Bell 2004; Swanberg, Macke & Logan 2007). These maintain power and control in their relationships, particularly over women's financial and social independence.

Tactics include:

- destroying personal documents
- preventing attendance at interviews and training
- verbal harassment and assault when women are leaving home to go to work
- offering to care for children and then not turning up
- interfering with women at work, such as 'hanging around' outside the workplace
- assault or threat of assault to women at work
- abusive and threatening text messages and emails
- damaging property or harming pets
- verbal abuse and assault if women arrive home late from work
- 'stalking' women to and from work and following them to new accommodation and employment.

Swanberg, Macke and Logan (2007) found that employed and unemployed women both experienced job interference by perpetrators. However, unemployed women experienced a greater amount of 'before work' interference tactics than women who were employed.

In the case of workplace sexual harassment the harassing colleague may speak disparagingly about a woman, the quality of her work and/or provide poor performance appraisals to prevent her progression, to jeopardise her job or to stop her gaining alternative employment. These 'at work' tactics can jeopardise sexually harassed women's employment and opportunities for progression.

Intimate partner violence and workplace sexual harassment often cause women to internalise some level of self-blame for the violence (Collinsworth et al. 2009). They are often blamed by others for provoking the situation or not escaping/avoiding it. Women tend to be socially withdrawn and isolated during and following the experience of intimate partner violence and workplace sexual harassment. These effects will impact on women while they are at work or prevent them from gaining employment in some cases. The study by Collinsworth and colleagues (2009) of women who had experienced workplace sexual harassment found that women often had symptoms consistent with post-traumatic stress disorder and one factor associated with post-traumatic stress disorder was high levels of self-blame for the events.

Women are reluctant to disclose experiences of violence and harassment to those in the workplace for a number of reasons, including the stigma attached to being a victim of such violence, where there is an assumption they will not receive a supportive response from the workplace; concern that they will be perceived as a problem and their job will be at risk; and embarrassment associated with the effects of such violence, including anxiety and depression (Collinsworth et al. 2009; Franzway, Chung & Zufferey 2009; Hunt et al. 2007; Lambert & Firestone 2000; Swanberg, Macke & Logan 2007; Willness, Steel & Lee 2007). In the case of workplace sexual harassment there is also the issue of the perpetrator's position in the workplace and how disclosure will affect the woman's work and general credibility. This is important given that research indicates that those men sexually harassing women in the workplace tend to be older and in more senior positions of power within the organisation compared to the victim of the harassment (Fielden et al. 2010; Hunt et al. 2010; O'Leary-Kelly et al. 2009). It is also important to recognise the effect of sexual harassment on other staff within an organisation, in addition to those most directly victimised. Much research indicates that staff observing sexual harassment directed at others can not only have an impact on the observer's own job satisfaction but also create a hostile work

environment that affects many others in the workplace (see, for example, Pina, Gannon & Saunders 2009).

The evidence suggests that a considerable number of women in the workplace are or have been affected by male violence of various forms and that this has a significant impact on their work and the workplace. At present these effects may be hidden in the workplace and they may be falsely attributed to the employee's lack of competence. This highlights the need for greater awareness in the workplace about violence against women and more transformative changes to workplace cultures to ultimately prevent violence against women.

Impact on business and the economy

An increasingly large evidence base shows the varied and considerable costs of violence against women on affected individuals, their families, communities, governments and businesses. Even with conservative estimates of prevalence rates for various forms of violence against women the costs are considerable. In 2009, the cost to the Australian economy of intimate partner violence was \$13.6 billion and \$3.4 billion was the estimated cost to Victoria alone (Department of Planning and Community Development 2010).

The report for the National Council to Reduce Violence Against Women and their Children (NCRVAWC) projected the costs of not intervening to prevent and stop intimate partner violence (2009). The economic costs in this report also included the costs to children whose mothers were experiencing violence. The rate of intimate partner violence used for the economic costing was based on findings from the Australian Bureau of Statistics Personal Safety Survey 2005 (Australian Bureau of Statistics 2006). The economic modelling indicates that, without interventions, the projected cost to the Australian economy would be \$15.6 billion in 2021–2022, of which \$8.1 billion would be directly borne by victims, \$2.9 billion would be the cost to governments and \$456 million would be the estimated cost to employers. The largest cost components were estimated to be associated with homicide and premature death (30 per cent) and victim/survivors absenteeism (29 per cent) (NCRVAWC 2009).

Specific costs to employers of workplace sexual harassment, such as dealing with complaints and managing the process, were not included in this Australian research. Responses to workplace sexual harassment vary internationally; one US study estimates that the cost of sexual harassment per individual employee harassed is US\$22,500 (A\$24,600), which is borne mostly by the employer (Willness, Steel & Lee 2007). This included costs such as those associated with legal fees and settlements where they incurred, lost productivity and health

costs. This is a particularly conservative cost because it assumes that the woman has disclosed workplace sexual harassment and is pursuing the situation, which occurs in a minority of cases.

Employers also face the hidden costs of absenteeism, poorer work performance and productivity, costs of the disruption to other workers, when the situation impacts on them directly and indirectly, and costs of casual or longer term replacement due to resignation or dismissal. One study has found higher levels of team conflict in workplaces where there was workplace sexual harassment (Raver & Gelfand 2005). There are also safety threats to the workplace when perpetrators' tactics involve direct confrontation or stalking, either physically or using communication technologies. These behaviours impact on the productivity of the workplace, the organisational climate and employees' sense of wellbeing in the workplace.

Together, these figures indicate the extent of the cost impact on the workplace and employers. The significant health effects and substantial economic costs provide a compelling argument for the need for the prevention of violence against women.

5. Benefits of preventing violence against women

Outcomes for organisations and society

The VicHealth framework (2007) outlines themes for action that redress the factors contributing to the continuation of violence against women:

1. promoting equal and respectful relationships between men and women
2. promoting non-violent norms/reducing the effects of prior exposure to violence
3. improving access to resources and systems of support.

These themes for action provide a comprehensive approach that joins tertiary, secondary and primary prevention. In identifying how workplaces as a setting can contribute to the primary prevention of violence against women, the framework presents intermediate outcomes and long-term benefits that organisations can work towards (Table 2).

Table 2: VicHealth framework (2007) – organisational intermediate outcomes and long-term benefits

<i>Intermediate outcomes</i>	<i>Long-term benefits</i>
<p>Organisations that:</p> <ul style="list-style-type: none"> • model, promote and facilitate equal, respectful and non-violent gender relations • work in partnerships across sectors to address violence • implement evidence-based violence prevention activities • are accessible to and safe and supportive for women. 	<ul style="list-style-type: none"> • Violence prevention resources and activities integrated across sectors and settings. • Organisations that value and promote respectful gender relations. • Improved access to resources and systems of support.

To demonstrate to employers the importance of preventing violence against women, the NCRVAWC (2009) study estimated that the projected loss of productivity to Australian employers in the financial year 2021–2022 would be \$235 million. Moreover, for every woman whose experience of violence is prevented, \$1581 in lost productivity could be avoided. The research shows two main reasons why employers would be concerned to focus on primary prevention of violence against women:

- A large number of women in the workforce have or are currently experiencing forms of violence and abuse; therefore, it is in the interests of all employers and managers to be concerned about the effect on female workers and their colleagues (Australian Bureau of Statistics 2006).

The national cost of violence against women in Australia has been estimated at \$13.6 billion annually. This cost is projected to increase to \$15.6 billion by 2021–2022 unless appropriate action is taken to prevent this form of violence (NCRVAWC 2009). Other important economic considerations include the costs to victims themselves, the cost to perpetrators, and to governments.

The specific benefits to employers of working towards preventing violence against women in the workplace are (Doh et al. 2010; Hunt et al. 2007; NCRVAWC 2009):

- increased productivity
- reduction in absenteeism
- decreased employee turnover
- reduced associated administrative costs
- improved health and wellbeing of staff
- retention of staff and increasingly experienced staff with women's continuation in employment
- employee loyalty for a supportive workplace
- establishment and promotion of a strong reputation for corporate social responsibility with a positive image that the workplace is a progressive, safe and supportive environment.

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The workplace offers an excellent opportunity to further work on preventive strategies that reduce violence against women and promote gender equity, and there is strong evidence to show that the economic and social benefits of workplace involvement significantly outweigh the current costs.

6. Key contributory factors underlying violence against women and themes for action in workplaces

To more fully consider how workplaces can contribute to the primary prevention of violence against women it is important to examine their potential to redress one of the key contributory factors of violence: gender inequality.

Gender equality refers to:

... the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles and prejudices. Gender equality means that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female

(International Labour Organization 2000, p. 48)

It is appropriate to examine the social and economic context of women's workforce participation as well as the trends in women's household lives.

Gender equity legislation

Women's participation in the paid labour force has increased since the 1970s in Western countries (United Nations Research Institute of Social Development 2005). Australian women's workforce participation has been part of this trend, with increasing numbers of women entering and remaining in paid employment (Pocock 2003). The introduction of equal opportunity legislation and programs by Australian governments since the 1980s has led to an increase in the number of females with higher education qualifications, working across a wider range of occupations and at higher occupational levels with higher levels of pay (Probert, Ewer & Whiting 1998).

Such changes were the result of gender equity strategies implemented to promote women's access to education and employment.

Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities

(International Labour Organization 2000, p. 48)

The gender equity strategies were mostly top-down driven through legislations and industrial agreements, so not all women benefited. Strategies included reviewing the barriers to women's education and employment and making changes to practices such as recruitment of staff without specifying a gender preference, provision of maternity leave and part-time work provisions. There have been barriers removed for women's progression in education and the workplace; however, women are still under-represented at the highest echelons of decision-making in public life and the private sector. As Baird & Williamson (2009) point out, women's employment patterns have been qualitatively and quantitatively different to men's. They note that 44.5 per cent of the female workforce is employed part-time, compared with 15 per cent of the male workforce.

... [women's] wages tend to be lower, there is a concentration of women in award reliant positions, the gender pay gap persists, a working hours gap is evident and there is also an entitlements gap, with more men receiving paid sick and annual leave and entitlements than women

(Baird & Williamson 2009, p. 334)

Pay equity issues

There are continuing measurable inequalities in income between women and men and a gendered division across both the occupations and the industries of employment (Pocock et al. 2009). Additionally, a large proportion of women work in small businesses, which tend to have less well protected working conditions and rights for employees (Pocock et al. 2009). In short, men and women are concentrated in different industries of employment and different occupations; for example, there are far more women employed in care work in aged care services and more men in the transport industry. Women constitute a much larger proportion of nurses, social workers and administration officers and men constitute a larger

proportion of the total number of engineers and mechanics. In addition, although the number of women in paid work has increased, women continue to undertake the majority of unpaid work such as cleaning, caring for family members, voluntary work, cooking and shopping (Pocock 2003).

These gendered divisions of labour in the paid labour force and in the unpaid caring and domestic tasks have made a difference in the average income of men and women. This difference in income is referred to as the gender pay gap. National Centre for Economic and Social Modelling (NATSEM) research currently estimates a 17 per cent gender pay gap in Australia (NATSEM 2010); in the UK it is 12 per cent. The reasons identified for the gender pay gap in Australia were:

- gender (60 per cent)
- sex segregation by industry (25 per cent)
- labour force history (7 per cent)
- under-representation of women with vocational qualifications (5 per cent)
- under-representation of women in large firms (3 per cent).

The UK research showed that women worked fewer hours in paid employment over their lifetimes and had more time out of paid work compared with men, both of which contributed to the pay gap (Olsen et al. 2010). NATSEM (2010) estimated that if the gender pay gap was eliminated that Australian gross domestic product would increase by \$93 billion and obviously increased income to some Australian women workers. This highlights the need to address the gap for both social justice and the economy.

Flexible workplaces

Importantly, NATSEM notes that the main strategy for elimination of the pay gap is women working increased hours. However, most families in Australia still have traditional gender arrangements with regards to primary parenting responsibilities. This can mean that women returning to work are faced with considerable paid and unpaid responsibilities. All of these issues influence the choices and decisions women make about their employment and economic independence generally. Changes to working conditions can make a potential difference to women's and men's relationships. These could be access to 'family friendly' and 'work-life balance' policies, which include maternity and parental leave, other forms of

carer leave, rights to work flexible hours, work-based and/or work-subsidised child care, and career breaks or leave without pay.

Family-friendly policies (Lewis & Campbell 2008; Pocock 2003) have been a main Australian and overseas development aimed at promoting women's continued attachment to the paid labour force. Women's labour force participation is reduced as they take on caring responsibilities in the private domain and therefore these initiatives, which offer women workers flexibility, have received strong support. Lewis and Campbell (2008) argue that although these options have been couched in gender-neutral language, their uptake is heavily gendered. Given the persistence of the gender pay gap and knowing the impact of taking time out of the workforce, it is likely to be a continued trend that very few men take up these flexible options beyond very short periods of time, particularly at an age when they have financial commitments such as mortgages and costs of child-rearing.

These policies offer women attachment to the labour force, which is important for their health and economic wellbeing; however, they do not address the structural inequalities that accrue with gender divisions in caring roles, gender segregation in the workplace or the gender pay gap (Lewis & Campbell 2008). Nonetheless, these options are particularly important for women workers experiencing violence because they can assist in maintaining a level of financial independence.

In summary, there is a continued level of gender inequality in income and workforce participation. Legislative regulation has removed some barriers to women's workforce participation; however, women are still more likely to work in casual and low-paid employment. This may reflect a broader social norm, apparent in some organisational cultures, of valuing employment associated with 'masculine work' over 'feminine work'; the latter is often considered less skilled and therefore paid less. Removal of barriers did not really change the household, caring and relationships responsibilities, which the majority of women still hold and which women are more likely to carry than men (Pocock 2003).

These continuing inequalities between men and women at relationship, organisational and societal levels can be addressed as part of a comprehensive approach to primary prevention by considering further gender equity strategies in the workplace.

7. Population groups most at risk

As discussed, primary prevention describes those strategies that target violence before it occurs, and is intended as universal strategies encompassing whole communities, settings or populations. This is distinct from secondary prevention, which targets communities, settings or populations that are deemed 'at risk' of developing or experiencing violent behaviours.

It is worth acknowledging that some subpopulation groups are at a higher risk of either experiencing or perpetrating violence against women, or who are particularly vulnerable to the effects of violence once it has occurred. Similarly, it is important to recognise that universally delivered primary prevention strategies might have a differential impact for some groups (VicHealth 2007).

For example, it is well established that young women aged 18 to 24 years are at particular risk of experiencing sexual violence and intimate partner violence (Mouzos & Makkai 2004; Morrison 2006). Women are at higher risk of experiencing violence during pregnancy and in the period prior to and following relationship and marital separation (Mouzos & Makkai 2004; VicHealth 2007). Men's perpetration of violence is higher during adolescence and young adulthood, with these populations of younger men also being more likely to hold violence-supportive attitudes (VicHealth 2006, 2009).

For some groups, multiple forms of social marginalisation may limit the reach and effectiveness of universal or whole-of-population prevention strategies and consequently, more targeted approaches may be beneficial for these groups.

The VicHealth framework identifies subgroups or communities including:

- communities affected by social and economic disadvantage (including rural areas affected by economic downturn and drought)
- refugee and new arrival communities and established culturally and linguistically diverse (CALD) communities experiencing economic marginalisation either prior to or following arrival
- Indigenous communities
- young men who have limited attachment to the education system or labour force
- young men in violence-supportive peer and organisational cultures (such as some sporting environments and military/quasi-military organisations)
- women with disabilities, their families and carers

- young women with poor attachment to the school system and other sources of adult support

(VicHealth 2007, p.16).

Also worth acknowledging is that the risks, and therefore impact, of violence against women in the workplace more specifically can differ across particular workplace settings. For example, where women are over-represented in employment, such as direct service to the public (for example in the health, retail and hospitality industries), they are at particularly high risk of experiencing client-initiated violence (Mayhew 2003). The nature of workplace sexual harassment (where often the harasser is in a position of power over the person they harass) and sexual violence (where young women aged 18 to 24 are at particular risk) also means that industries with high representation of young/junior women staff may be particularly at risk for higher levels of these forms of violence.

Some workplace settings may represent particular challenges for primary prevention work. Small businesses (including many family-run businesses) may lack the infrastructure and resources to readily 'take-on' prevention work (see Murray & Powell 2007, 2008). Different workplaces may be suited to different strategies; for instance, prevention in male-dominated workplaces might present quite different challenges to prevention in female-dominated workplaces and/or where there is a roughly equal mix of male and female staff.

Furthermore, there are likely to be differential effects of violence in workplace settings according to some women's experience of multiple forms of social marginalisation. For example, in industries employing large numbers of women from CALD and/or newly arrived communities (particularly where English is their second language), women may be at increased vulnerability due to language barriers and little or no knowledge of Australian law and workplace rights/entitlements. When taken together, these and other similar factors further indicate that social and economic forms of gender inequity contribute to women's differential vulnerability to experiencing violence in the workplace setting.

8. Best practice: workplace interventions

Primary prevention of violence against women in workplace settings is a newly emerging field in the Australian context and, to some extent, internationally. As such, there is to date little published research examining effective practice in this field, with few examples of evaluated programs and strategies (Murray & Powell 2007, 2008). Certainly, evaluative research represents a crucial area for future work. There are, however, many examples of promising practice programs and strategies for the primary prevention of violence against women in workplaces, and indeed many known features of best practice in prevention of violence against women generally that provide important benchmarks for workplaces.

A review was undertaken of both published and unpublished literature and reports. See Appendix B for the search strategy for promising practice in prevention of violence against women in workplaces.

Approaches to promoting gender equality and preventing violence against women involving workplaces

The national and international research literature provides a solid evidence base across seven well-established approaches that have been proven to be effective in addressing a number of significant health and social issues. The VicHealth framework describes how each of these approaches can be deployed in the primary prevention of violence against women (VicHealth 2007, p.43–44):

Direct participation programs: These programs can be targeted at men, women and children at the individual, relationship or group level to build the knowledge and skills required to establish and sustain equal, respectful, non-violent gender relationships, build individuals' access to the resources required for such relationships or to seek to prevent or address the impacts of other factors linked to violence against women. In the workplace, this can include training programs for staff, skill-building for managers and counselling offered through employee assistance programs.

Organisational and workforce development: This approach is based on the understanding that organisations and organisational cultures have a powerful role in influencing the behaviours of individuals and groups and so can play a role in violence prevention by modelling non-violent, equitable and respectful gender relations. In the workplace, this might include training and awareness raising among managers, as well as training networks of staff 'leaders' who can be consulted by any staff member regarding issues of violence or

harassment. Organisational development strategies can also seek to harness resources for undertaking primary prevention. Workforce development may involve building the skills of relevant workforces to implement primary prevention activity either informally and opportunistically or at a more formal level.

Community strengthening: This approach aims to mobilise and support communities to address violence against women and the social norms that make it acceptable. These strategies can also be used to increase community access to the resources required for action and to address broader community-level risk factors for violence against women. In the workplace, this may involve organisations forming partnerships with community stakeholders (such as specialist violence against women services) to enable a joint or collaborative approach to responding to the issue (including consultation on development of workplace actions and staff training).

Communications and social marketing: These approaches aim to use a range of communication media to raise awareness of violence against women and address attitudes, behaviours and social norms that contribute to this problem. This includes mainstream television, radio and print media as well as the internet and other new communications media, community forums, community arts and so on. Specific communications campaigns can be developed within workplace/organisational settings.

Advocacy: Advocacy involves building collective activity and mobilisations to raise awareness of the issue of violence against women and to encourage governments, organisations, corporations and communities to act on factors contributing to the problem. In the workplace, individuals including senior management and business leaders can lend their public endorsement of the importance of preventing violence against women as well as championing workplace actions.

Legislative and workplace policy reform: This involves the development of legislation, regulations and policies that seek to address and respond to violence or discrimination. In the workplace, this can include changes to workplace entitlements such as options for flexible working hours, parental leave and leave provisions for domestic violence (see for example, the University of New South Wales and the ASU, and the Surf Coast Shire); and ensuring compliance with legislation relating to occupational health, safety and welfare and to equal opportunity and sex discrimination (McFerren 2011).

More recently, there has been movement toward regulations and policies that address the determinants of violence and support the creation of safe and respectful workplaces. For

example the development of *Equal Opportunity Act 2010* in Victoria supports the 'positive duty' of workplaces to build and maintain organisational environments that are inclusive, safe and free from discrimination.

Research, monitoring and evaluation: Research and evaluation underpin activity in the other six areas by informing action, improving the evidence and knowledge base for future planning and enabling efforts to be both effectively targeted and monitored. In the workplace, this may involve reporting to regulatory bodies on progress or targets related to gender equity, as well as conducting internal audits and surveys of staff perceptions/experiences of discrimination, violence and harassment.

A summary of example actions that might be implemented according to each of these approaches in workplace settings is given in Table 3.

Table 3: Applying the VicHealth Prevention Framework to preventing violence against women with workplaces

	Level of intervention		
Type of prevention/preventative goal	Individual/relationship	Organisational	Societal
Primary:			
<i>To prevent violence against women in the general population before it occurs</i>	<p><i>Direct participation programs</i></p> <p>Workplace induction or training programs for new staff to identify standards of behaviour and codes of conduct in the workplace</p> <p>‘Bystander training’ with general staff to skill them in identifying and modelling appropriate workplace behaviours and attitudes contributing to a culture of gender equity</p>	<p><i>Community strengthening</i></p> <p>Forming partnerships with community stakeholders to inform prevention actions</p> <p>Linking with whole-of-community strategies to promote respectful and equitable relationships across society</p> <p><i>Communications and social marketing</i></p> <p>Educational resources/social norms campaigns targeted at changing violence-supportive attitudes and promoting respectful relationships in organisational settings (e.g. poster/website campaigns, staff newsletter articles, workplace forums/events)</p>	<p><i>Communications + social marketing</i></p> <p>Community education/social norms campaigns targeted at changing violence-supportive attitudes in the general community and promoting shared responsibility for preventing violence and promoting respect and equity</p> <p><i>Advocacy</i></p> <p>Public pledges and statements made by government leaders and high-profile business/community spokespeople that promote gender equity and encourage others to take action</p>

		<p><i>Organisational and workforce development</i></p> <p>Training/ development for management and leadership staff to plan and deliver primary prevention or gender equity strategies</p>	<p><i>Legislative and policy reform</i></p> <p><i>A Right to Respect: Victoria's Plan to Prevent Violence against Women 2010-2020</i></p> <p><i>Equal Opportunity Act 2010 (Vic.)</i></p>
Secondary:			
<p><i>Early interventions with subpopulations identified as particularly 'at risk' for developing future offending behaviour or victimisation</i></p>		<p><i>Direct participation programs</i></p> <p>Debriefing, and reinforcing workplace policies/ procedures, with general staff when an incident of violence/ harassment has occurred at a workplace</p> <p>Training/ development for management and leadership staff to provide an early identification and response to violence</p>	

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Tertiary:			
<p><i>To minimise the long-term harm or prevent repeat victimisation following incident of violence</i></p>	<p><i>Direct participation programs</i></p> <p>Victim support and counselling (e.g. through employee assistance programs), and/or referral to external specialist services</p> <p>Perpetrator counselling (e.g. through employee assistance programs) and/or referral to external specialist therapeutic programs/services</p>	<p><i>Workplace policy</i></p> <p>Sexual harassment policy and grievance procedures</p> <p>Domestic violence policy and leave/flexible work entitlements</p> <p>Workforce development with managers/human resources staff to skill them in responding appropriately to disclosures of violence and implementing workplace policy</p>	<p><i>Legislative and policy reform</i></p> <p><i>Occupational Health and Safety Act 2004 (Vic.)</i></p> <p><i>Sex Discrimination Act 1984 (Cwlth)</i></p>

Features of promising practice for primary prevention of violence against women

Little evaluative research has been done on workplace actions to prevent violence against women, but there is a great deal of research evidence regarding the features of promising practice for the prevention of violence against women. The development of specific workplace actions, resources and policy or programs can be guided and informed by this existing knowledge (see for example Carmody et al. 2009; Dyson & Flood 2008).

Partnerships to promote gender equity and prevent violence against women – engagement of employers and developing interventions

Strategies with employers to date have relied on employers' agreement to participate following invitation from government-led groups. Consequently, public sector workplaces and larger organisations have mostly been involved, with small businesses largely absent. More top-down measures are being applied in Ontario, Canada, where changes to safe work legislation include an expectation that workplaces begin assessing risk and developing responses (Occupational Health and Safety Council Ontario 2010). Key points of engagement for employers regarding gender equity and prevention of violence against women are:

- it is valuable to their workforce productivity
- maintaining a safe workplace for staff and the general public is a corporate responsibility
- it promotes them as a progressive and supportive employer which aids retaining and attracting staff
- the workplace is likely to be profiled and promoted through government communications
- customers may choose to use or remain with the business on the basis of this activity, which is a valuable asset in a competitive environment.

In relation to promoting gender equity with employers, research indicates that higher productivity is associated with higher levels of gender equity in the workplace (Probert, Ewer & Whiting 1998). The literature on workplace culture indicates why some workplaces are able to work towards this end. Espinoza and Cunningham (2010) draw on Fink and Pastore's (1999) diversity management framework to identify a continua of organisational cultures and how likely they are to prevent workplace sexual harassment. Three organisational cultures are identified: compliant, reactive and proactive. The first two culture types respond to the regulatory requirements of their environments and directions of managers, whereas a proactive culture welcomes diversity as productive and valuable; this is

underpinned by values associated with equality of opportunity and viewing the employee as an organisation's most valuable asset. Identifying the culture of an organisation will be key to determining initial responsiveness.

One approach that has been successful to date involves government and regulatory bodies working in partnership with workplaces and key stakeholders. Another form of partnership is the collaboration between violence-against-women services and workplaces. Partnerships with local intimate partner violence or sexual assault support services can be particularly useful in smaller organisations, which may have insufficient human resources or employee assistance structures to take on prevention work. These services can provide expert advice and training to support prevention of violence against women in the workplace. Such models further promote a work practice of inclusion and community responsibility.

Partnership models must have a commonly agreed understanding of why violence against women occurs, its relationship to gender equity in the workplace, its effects on those in the workplace, the costs to all concerned and the significance of prevention. Without this common agreement and understanding, a coherent and shared strategy to prevent violence against women will not be possible.

Workplace commitment and support

The evidence reported from workplaces in North America emphasises that for violence-against-women interventions to have ongoing impact and create change in the workplace, senior level staff with decision-making powers must champion and promote them. This moves the responsibility for interventions beyond the remit of human resource departments, where it can become a private issue for individual workers. In addition to the senior level championing, there is an ongoing commitment to ensure the intervention is part of the workplace and not a temporary promotion. An example is provision of regular training and awareness-raising to all existing employees and to new employees. A network of advisers has been identified as a helpful strategy to ensure the issues are understood and supported across the workforce.

Planned approach with multi-level strategies that are responsive to individual workplaces

A planned approach is essential to enable a response that is comprehensive and that takes account of the individual workplace type and composition. A workplace survey and audit can provide valuable information about worker experiences and can involve their participation in identifying responses. This requires ongoing commitment to an action plan for changes. It is critical that actions are taken and communicated effectively across the workplace. The Occupational Health and Safety Council of Ontario model (2010) can provide a framework for the benchmark, review and audit of workplaces.

In practice, the commitment to multi-level strategies may mean workplace action plans regarding primary prevention (such as awareness-raising activities). These need to be accompanied by a review of policies and staff training for responding to violence and/or harassment once it occurs. Regular audits or assessments of employee experiences of violence, harassment and discrimination can monitor the effects of the action plan as it is implemented.

Clear messages and strategies for workplace and individual responsibility for change

Zero-tolerance policy approaches have attracted some criticism. Critics say these approaches can make people overly fearful of the consequences of reporting violence against women and that they will not necessarily promote attitude change because they do not create dialogue about why violence against women is important to redress (NCRVAWC 2009). However, it is still critical to instil the understanding that all forms of violence against women are unacceptable and that prevention is necessary to have a more equitable and healthier workplace and society. As with all forms of health promotion, consistent messages are needed to maximise opportunities for attitude and behaviour change (Dyson & Flood 2008).

Banyard and colleagues (2004) have discussed the importance of presenting anti-violence messages in ways that do not alienate people and make them less likely to engage. Anti-violence messages can be perceived as accusatory of men and assuming that all women are victims without agency. Banyard and colleagues (2004) suggest that a bystander approach be used to promote victim empathy and notions of how communities are responsible for preventing violence against women. A bystander is somebody who observes an act of violence, discrimination or other unacceptable or offensive behaviour. Bystander

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approaches to preventing violence against women are directed at encouraging individuals not directly involved as a subject or perpetrator of violence against women to identify, speak out about or seek to engage others in responding to specific incidents of violence and/or behaviours, attitudes, practices or policies that contribute to violence.

In practice, this may mean workplaces develop prevention materials and messages in consultation with local violence-against-women service providers (partnership approach) and/or pilot-test prevention messages with a representative working group or committee of staff to consider how the language used will be more broadly received or interpreted across the organisation.

Principles for direct participation programs in the workplace

Dyson and Flood (2008) have identified the key principles for direct participation programs in the workplace, such as staff education programs or bystander-focused workshops:

Respectful: This implies using a positive, asset-based approach. The participants should be treated as bystanders to violence as opposed to potential perpetrators. By maintaining a focus on cultural norms, skill building, respect for self, others and the team, participants should leave with the message that they can do something.

Goal oriented: Participants should have a clear understanding about why they are doing the training and what the training aims to achieve.

Relevant to them: This is related to the training goal, but if participants have clearly identified expectations for the training, rather than feeling that they are expected to attend, they are more likely to actively participate.

Practical: This is related to relevance. What will they get out of the training that is useful to them now or in the future?

Autonomous and self-directed: This is achieved through the process, not the content. Training should be interactive and participants should have some input to the shape of the program.

Focused on the environment and changing social norms: Assumptions about peer group/club norms being an asset, and care of the self and others being a norm, can help to establish a climate of trust and acceptance. Participants need to feel that they each have a role to play, whether it is personal, or in support of team mates, or the women they know.

Capacity building: Identify dominant positive norms to reframe assumed (negative) norms. Enhance capacity and build skills to help participants to feel like they can be effective bystanders (framed as helping team mates, team spirit, i.e. a culture of responsibility and respect).

Increase receptiveness and engagement with prevention messages and decrease defensiveness.

Teach and practise skills, for example bystander skills for effective intervention in social situations.

Examples of promising practice for primary prevention in workplace settings

A number of promising practice strategies, policies and programs have been directed towards the prevention of violence against women in workplace settings, including the promotion of gender equity. Although few have been formally evaluated, they provide useful models to consider in the development of further workplace prevention activities in Victoria. As previously discussed, distinguishing between primary, secondary and tertiary preventions is not always easy. Indeed, some tertiary preventions (such as having in place workplace policies and procedures to respond to sexual harassment and/or violence) also have a primary preventative effect (for instance, on the social norms of an organisation and organisational culture).

It is crucial to remember that the prevention of violence against women (whether in the workplace or in other settings) requires a multi-strategy approach. Effective primary prevention is accompanied by strategies directed at tertiary prevention (or responding to existing incidents of violence/harassment), as well as including a variety of complementary actions. The following discussion includes examples of action across gender equity, workplace sexual harassment and intimate partner/sexual violence. Where possible, distinctions between primary, secondary and tertiary preventions have been maintained.

Building gender equity

A promising primary prevention approach that could promote gender equality and respectful relationships is the implementation of respectful workplaces programs and training. Many such programs are being offered by training consultancies. Although not necessarily focusing on gender equity alone, these programs often incorporate diversity issues including gender, and could potentially offer an approach that can shift workplace culture and norms that are sexist or stereotyped. Many of the programs focus on exploring people's attitudes and stereotypes as well as interpersonal behaviours and their effect on others. Additionally, a number of activities such as introduction of workplace policy and procedures and staff training raise awareness and empathy as well as interpersonal skill development. Common components of this approach are:

- consultations and discussions with staff about fairness and fair treatment in the workplace, what this constitutes and how it could be enhanced
- workplace code of conduct
- management and worker training about respectful working relationships

- workplace processes that are inclusive and equitable e.g. conflict and dispute resolution processes, working hours and expectations about progression
- awareness of the effects of interpersonal competition and job insecurity and mitigating against negative effects
- clear and transparent procedures if workers have concerns about harassment or discrimination.

This approach has the capacity to combine various aspects of diversity in the workplace such as gender, sexuality, race, disability, ethnicity and culture. This would be best developed within a workplace with a proactive organisational culture.

A further example is leadership training and mentoring for women within organisations. Deakin University offers a program for Academic Women Aspiring to Leadership (AWAL),¹ which seeks to support women in their professional development towards progression into senior positions within the institution. A program such as this specifically addresses the issue of under-representation of women in senior levels of management, and as such has real potential as one component of an organisation's action plan for the promotion of gender equity, and ultimately prevention of violence against women.

Preventing workplace sexual harassment

The Australian Human Rights Commission (2008b) has developed a Code of Practice for Employers to effectively prevent and respond to workplace sexual harassment. The code of practice recommends that employers take five steps to effectively prevent and respond to workplace sexual harassment and in doing so to promote an organisational culture that does not tolerate or condone violence and harassment:

1. Get high-level management support.
2. Write and implement a sexual harassment policy.
3. Provide regular training and information on sexual harassment to all staff and management.
4. Encourage appropriate conduct by managers.
5. Create a positive workplace environment.

(Australian Human Rights Commission 2008b, pp. 22–23).

¹ <http://www.deakin.edu.au/hr/staff-dev/leadership/women-in-leadership.php>

The Australian Human Rights Commission (2008a) has also recommended that the Equal Opportunity for Women in the Workplace Agency maintain an online database to share knowledge of good practice sexual harassment policies and prevention programs, which, if implemented, would provide a valuable resource to support workplaces in preventing sexual harassment.

In addition to the Australian Human Rights Commission Code of Practice, a report on research conducted in Victoria (Hayes 2004) has made a number of recommendations relevant to primary prevention, based on the experiences of women who have been sexually harassed at work. These recommendations for good practice include 'active' (enforced) sexual harassment policies, display and promotion of workplace guidelines, posters to raise awareness of what sexual harassment is, and compulsory awareness-raising training for employees, including all levels of management (Hayes 2004, p. 52). WorkCover NSW (undated) suggests a model for workplaces to take specific steps towards preventing workplace sexual harassment (along with other forms of violence and bullying), including:

- **Know your own business** by conducting staff audits and exit interviews to assess workplace culture; monitor staff absenteeism and turnover.
- **Develop a set of integrated policies** addressing equal opportunity, anti-discrimination, sexual harassment, WorkCover and disciplinary issues.
- **Develop an anti-violence/bullying/harassment strategy** that encompasses a range of aspects, including physical environment, work organisation, work procedures, work design, and training and selection of staff.
- **Develop a workplace violence policy and a grievance process** that is an important, and integrated, part of your business or strategic planning; seen to be an important responsibility of top management; clearly seen to be supported and backed by authority; and tailored to the organisation.
- **Establish performance measures** that establish clear expectations of what the strategy is to achieve: no violence, no threats, no aggression and the management of disputes, as well as a properly functioning grievance process.
- **Educate, communicate and train** comprehensively to make sure your policy and procedures are known to present and future staff.
- **Watch/monitor/review** to ensure that the strategy is being implemented properly and to check how it is working.

Although Australian employers are currently expected, at a minimum, to have a sexual harassment policy in place and to act on complaints (Australian Human Rights Commission 2008b), there are inconsistencies in the training and evaluation that is undertaken to accompany these policies. Ensuring that organisational staff and managers have a shared understanding of what constitutes sexual harassment and have the skills and resources to reduce and respond to it will be a crucial next step in the primary prevention of this form of violence against women. The Victorian Equal Opportunity and Human Rights Commission (VEOHRC) has developed a range of tools, checklists and information to assist employers in meeting their obligations under the new *Equal Opportunity Act 2010*. Under this new legislation, employers will have a positive duty to take reasonable and proportionate measures to eliminate discrimination, sexual harassment and victimisation in the workplace as far as possible. The resources available on the website focus on sexual harassment, pregnancy and work and equal opportunity in practice (as well as a range of other areas of workplace discrimination).

The 'Right Smart Employers Toolkits' that are available on the VEOHRC website provide a self-audit tool to assist workplaces to assess their compliance to the new *Equal Opportunity Act 2010*, and upon completion of this tool workplaces receive a report which outlines the gaps in their workplace and provides links to policy templates, checklists and frequently asked questions to encourage workplaces to take action.

Internationally the research evidence suggests that training regarding sexual harassment is highly effective as an awareness-raising and prevention measure (see for example Antecol & Cobb-Clark 2003; Bell et al. 2002). Indeed, Bell and colleagues (2002, p. 162) identify several factors for the primary prevention of sexual harassment, through promotion of harassment-free organisational culture. Drawing on a review of international research, they suggest five preventative organisational actions:

- top management commitment
- zero-tolerance sexual harassment policy
- harassment-free notification to applicants and new hires
- regular organisational assessments (such as staff audits)
- regular and directed training.

Preventing intimate partner and/or sexual violence

Over the past 10 years, a number of innovative initiatives have emerged to respond to and raise awareness about violence against women through Australian workplaces. This body of work has arisen in response to the impacts of intimate partner violence in particular upon the workplace (see Murray & Powell 2007, 2008) as well as recognition of the workplace as a key setting for violence prevention. Promising practice examples of primary prevention of violence against women include the Australian Football League's Respect and Responsibility program and the Stand Up program with Women's Health Victoria. Importantly, these programs aim to encourage respectful ways of relating between men and women in both the workplace and in personal relationships. They address the criticism of past education programs, which suggested that the value of raising awareness was limited if it did not offer people alternative methods of behaving and communicating in relationships.

Building on an earlier research project conducted by the Victorian Community Council Against Violence (2004), in which they were both involved, Murray and Powell (2007, 2008) have identified and documented a number of models for responding to and preventing intimate partner violence through workplaces as sites of intervention. These include employer-led partnership models and union-based models. Some of the initiatives have been focused on improving workplace responses to employees already experiencing intimate partner violence and were not strictly focused on primary prevention goals. Other initiatives have built-in awareness-raising campaigns and resources to prevent intimate partner violence.

Employer-led models of secondary prevention through the workplace often incorporate an awareness of intimate partner violence into existing human resources structures (Murray & Powell 2007, 2008). Primary prevention of intimate partner violence can be integrated into existing strategies or organisational processes such as those concerning occupational health and safety, anti-discrimination, bullying and harassment and employee assistance programs (Murray & Powell 2007, 2008).

Implementation of intimate partner violence prevention into the workplace can involve the professional development of human resources, employee assistance program personnel and others, including managers, to increase their awareness of and sensitivity to issues of intimate partner violence that may impact individual staff (Murray & Powell 2007, 2008). Staff development can be supported by displaying consistent anti-violence messages,

including referral information, on items such as payslips, employee newsletters, on staff intranet sites and on posters.

Such secondary prevention and awareness-raising activities can also be supported by workplace policies that have flexible leave provisions, increased security measures and flexible shifts for those staff who may disclose that they are experiencing intimate partner violence (Murray & Powell 2007, 2008). The Australian Domestic and Family Violence Clearinghouse is currently running a project, Domestic Violence Workplace Rights and Entitlements, funded by the Commonwealth Department of Education, Employment and Workplace Relations. The project aims to inform Australian unions and employers about intimate partner violence issues for employees and to promote the introduction of provisions in enterprise agreements to assist those experiencing violence. Examples of workplace policies and entitlements are available on the project website.² Such policy provisions and entitlements are directed at those already experiencing violence (and as such represent tertiary strategy of prevention). However, implementing them with good communication, and training management to respond to disclosures of violence by staff, contributes to an organisational culture that takes violence against women seriously and can thus contribute to a primary prevention strategy.

Primary prevention of intimate partner violence through workplaces can also be undertaken as part of corporate philanthropic activities, for example as financial contributions to community organisations preventing intimate partner violence, by partnerships with community organisations to develop prevention resources and raise awareness of the issue, and by involvement in key events such as White Ribbon Day (www.whiteribbonday.org.au). For example, the Stop Violence in the Home in-store community awareness-raising campaign conducted by The Body Shop is accompanied by professional development for staff to improve their capacity to talk about intimate partner violence with customers in a way that is both appropriate and sensitive (Murray & Powell 2008). This staff training was conducted in partnership with the Victorian Women's Information and Referral Exchange. Another longstanding example of intimate partner violence prevention through workplaces is Australia's CEO Challenge. CEO Challenge is based on the US Corporate Alliance to End Partner Violence model, with the support of the Brisbane Lord Mayor's Women's Advisory

² <http://www.dvandwork.unsw.edu.au/>

Committee. The initiative encourages business to support intimate partner violence services and promote awareness of this issue in their organisation and in the wider community.

Although such strategies promote corporate social responsibility and raise the profile of gender equality and violence against women, it is essential to ensure that they are linked to internal workplace changes and improvements, as well as broader community initiatives, to ensure that the issue of violence against women is embedded in the organisation's functioning while being promoted as a corporate philanthropy initiative.

Partnership models are another way for organisations to incorporate the prevention of intimate partner violence into their workplace (Murray & Powell 2007, 2008). Organisations may not always have the financial resources, organisational structures and the knowledge or expertise to build intimate partner violence prevention into their workplace environment without external support. The partnership model involves business developing an ongoing relationship with a community organisation, such as a domestic violence service or health program provider, which then runs awareness-raising seminars with staff and provides information and support regarding intimate partner violence. Examples of this partnership model include the Women's Health Victoria Stand Up program (www.whv.org.au) and programs coordinated by Family Life (www.familylife.com.au).

Union-based models of intimate partner violence prevention through workplaces are more established in the UK and US than in Australia. Generally, however, unions have a particularly strong history of instigating positive change for workers and of supporting staff who may already be experiencing intimate partner violence (for example by assisting them to negotiate flexible leave or shift arrangements). Unions may also play a role in prevention by conducting awareness-raising campaigns and training for union members, and distributing materials promoting a non-violent workplace culture. In Canada, the Union of Public Employees and the Union for Canadian Auto Workers both offer comprehensive anti-violence programs that include kits to be used by union locals, handbooks on building safer communities and workplaces (with instructions about how to conduct workplace safety audits) and training workshops for union leadership, members and union staff about the problems of violence against women (Premier's Action Committee on Family Violence Prevention 2001). Furthermore, the Union for Canadian Auto Workers runs a Women's Advocate Program in workplaces to provide tailored responses and support for female workers experiencing violence and harassment in the workplace.

Much of the research about and development of workplace interventions for intimate partner violence internationally has occurred in the US and UK, with some work in Canada and New Zealand (Murray & Powell 2007). To date, a majority of this work has concerned the development of policies and resources to assist workplaces to respond appropriately and sensitively to staff who are already experiencing intimate partner violence. For example, in the US, businesses such as Polaroid, clothing manufacturer Liz Claiborne and telecommunications company Verizon have put in place programs to respond to staff experiencing domestic violence (Bowman & Rich 2005; Johnson & Indvik 1999; Milligan 1999, Sherve 2004; Solomon 1998). Moreover, the Family Violence Prevention Fund in the US and the Trade Union Congress in the UK have developed training manuals and other resources for workplaces to use in developing their family violence prevention strategies.

In addition, some states in the US have passed legislation mandating that workplaces provide policies incorporating special leave provisions for staff experiencing intimate partner violence. New legislation in Florida (Section 741.313 Florida Statutes) requires workplaces to provide up to 3 days unpaid annual leave to allow staff experiencing intimate partner violence to seek assistance (inc. intervention orders, counselling and other support services).

Tools for auditing and assessment

In developing best practice in the workplace it is important that as a first step, workplaces engage in reviewing and auditing the gendered patterns in their workplace on various dimensions. An Australian audit tool from the Equal Opportunity for Women in the Workplace Agency examines pay equity in the workplace as a starting point. This includes variables such as gender, age, hours worked, occupational classification, qualifications, raw salary, and allowance and benefits.

Other organisational level items could be included in a gender equity audit to give an overview of how responsive the workplace is to workers. These include leave arrangements and flexibility (such as maternity, parental, carers and annual leave), flexible working hour options and childcare availability or subsidy.

A frequently reported limitation is that there is little evaluation evidence about the ongoing impact of prevention interventions in the workplace (see for example Willness, Steel & Lee 2007). For example, the promising practice interventions that are discussed here have not yet been subjected to rigorous evaluation. Such new initiatives need comprehensive review and evaluation so that some form of cost–benefit can be accurately estimated and to give an

indication of the utility and effects of these types of interventions. This is likely to be a considerable investment but it is important to identify outcomes from the interventions in the first instance.

As part of the proposed response to examine gender equity and violence prevention, workplace audits and surveys could be combined to include both related components in research, monitoring and evaluation. For example, to examine gender pay equity and inequities in the workplace, a number of tools have been developed. Within the Australian context the Equal Opportunity for Women in the Workplace Agency has a number of audit tools and resources for planning changes that could be incorporated alongside the components directed at addressing or preventing violence against women.

The Ontario tool kit, produced for workplaces to establish violence prevention interventions, is a useful starting point for workplaces to establish current practices, identify risks and gauge employee perspectives on the workplace. It has two planning tools: a workplace violence survey and a review tool, which can be used to identify and assess risks, monitor and prevent risks and evaluate the initiative. Suggested additions would be that participants are asked if they have witnessed such incidents, and the inclusion of gender equity items to further elucidate the relationship between gender inequity and violence against women. These include availability of maternity and parental leave, flexible working hour options, annual leave arrangements, carers' leave, childcare availability or subsidy, other forms of leave available to support workers, and senior positions in the organisations that are available on a part-time basis. Although the Ontario review tool has a broader scope than the issue of violence against women, it can be adapted. This planning strategy provides employers with evidence about areas for development in the workplace and is participatory in approach, seeking employee concerns and suggestions, mirroring an inclusive approach.

The audit and survey is a means to an end, so in terms of good practice it is essential that an action plan is developed based on the survey findings and that all employees are kept informed of findings and developments.

Other resources

A number of online resources are designed to support workplaces in undertaking work to prevent violence against women. At present the majority of the sources of these websites are based in North America. Nonetheless, these resources provide useful models that could be tailored to local Australian contexts. See Appendix A for a list of programs and resources.

9. Conclusions

The primary prevention of violence against women through workplaces necessitates the promotion of equal and respectful relationships between men and women, as well as the development of gender equity across organisations. The focus of this kind of cultural change activity should be 'upstream', increasing women's participation and leadership in the workplace. Primary prevention approaches also have the potential to reduce women's experiences of violence in the workplace setting itself, as well as women's experiences of violence in family and intimate relationships.

Several common features among the promising practice models of prevention are discussed in this report. Workplaces require holistic, long-term and sustainable strategies that prioritise elements of primary prevention – such as organisational development, reform of policies and procedures and staff training – as well as ensuring that when violence occurs there are adequate policies and procedures in place to ensure an appropriate response. These two elements are mutually reinforcing: primary prevention strategies can encourage reports of violence when it does occur and provide an environment in which staff feel their complaint will be dealt with seriously and sensitively. In addition, establishing clear policies and procedures regarding violence against women in the workplace is necessary to support non-violent social norms and respectful behaviours across all levels of the organisation.

This review has demonstrated that significant health, economic and social benefits are to be gained by furthering the primary prevention of violence against women through workplaces. At present, a range of the prevention interventions focused in the workplace is documented; however, there is limited evaluation of their precise outcomes. There is an imperative to develop further interventions in partnership with workplaces and to evaluate all aspects of implementation and impact.

10. Appendixes

Appendix A: Summary of initiatives addressing violence against women in the workplace

Organisation/promising practice intervention	Aims and strategies	Government-initiated	Employer-initiated	Union-initiated	Partnerships
Australian examples					
<p><i>Equal Opportunity for Women in the Workplace Agency (EOWA)</i></p> <p>EOWA's role is to administer the <i>Equal Opportunity for Women in the Workplace Act 1999</i> (Cwlth) and, through education, assist organisations to achieve equal opportunity for women</p>	<p>Provide guidance and reporting structures for employers to build women's participation in the workplace</p>	<p>A statutory authority located within the portfolio of the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)</p>			
<p><i>Right Smart Employers Toolkit</i></p>	<p>Tools, checklists and information to assist workplaces to meet their legal responsibilities under the <i>Equal Opportunity Act 2010</i>, and implement good practice in their workplace</p>	<p>Developed by The Victorian Equal Opportunity and Human Rights Commission</p>			
<p><i>The Australian Human Rights Commission</i></p>	<p>Code of Practice for Employers to effectively prevent and respond to workplace sexual harassment in order to promote an organisational culture that does not tolerate or condone violence and harassment</p>				
<p><i>Stand Up: Domestic Violence Is Everyone's Business</i></p> <p>Australian workplace-based project for the primary prevention of violence against women</p>	<p>To change attitudes and behaviours that sustain violence by empowering 'bystanders' to speak up against behaviours that support violence and sexism and reinforce healthy, respectful behaviours</p>	<p>Funded by VicHealth</p>			<p>Women's Health Victoria, VicHealth</p> <p>Winner: Victorian Australian Crime and Violence</p>

	<p>Strategies:</p> <ul style="list-style-type: none"> • leadership • workplace training • workplace policy • resource kit • message promotion 				Prevention Awards (2009); shortlisted for Victorian Community Sector Awards (2010)
<p><i>Domestic Violence: Workplace Rights and Entitlements</i></p> <p>A project being developed in NSW by the Australian Domestic and Family Violence Clearinghouse (ADFVC), involving unions and employers Currently:</p> <ul style="list-style-type: none"> • Community and Public Sector Union – University of NSW • Australian Services Union – Surf Coast Shire (Geelong, Victoria) 	<p>To inform Australian unions and employers about domestic violence issues for employees through training</p> <p>To promote the introduction of domestic violence provisions in enterprise agreements using the new Fair Work framework</p> <p>Australia’s first workplace agreement that will support employees who suffer abuse at home</p>	Funded by the Commonwealth Department of Education, Employment and Workplace Relations (DEEWR)			Unions, employers, ADFVC and DEEWR
<p>Gold Coast Domestic Violence Service, Domestic Violence Prevention Centre, Gold Coast began project in 1990s. Publication of Project: <i>Partnerships Against Violence – A Business Approach</i> (Taylor 2004) <i>training manuals</i></p> <p>Relationships Australia (WA)</p>	Developed training manuals for employers, resource kit, training package, key human resource staff, ran community training seminars in a number of workplaces and employee assistance program support	One-off funding by Partnerships Against Domestic Violence, federal government			Businesses, services, federal government
<p><i>CEO Challenge</i></p> <p>Brisbane City Council, Brisbane Lord Mayor’s Women’s Advisory Committee (Henderson 2000)</p>	To encourage business to support domestic violence services and promote awareness of the issue in organisations and the wider community	Local government			Businesses, domestic violence services and local government, with the assistance of US Polaroid Corporation (Jim Hardeman)

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<i>Australia's CEO Challenge (since 2000)</i>		Funded by Partnership Against Domestic Violence	Yes		29 business–community partnerships
<i>Domestic Violence and Employers Guide (1999)</i> Northern Territory Government, Office of Women's Policy		Funded by State government			
<i>Freedom from Fear Campaign Against Domestic Violence (since 1998)</i> Western Australian Government, Office for Women's Policy	The campaign aimed to enable early support for those involved in domestic violence and increase awareness of domestic violence and its effects across a range of sites. Includes workplace interventions; targets employers, managers and supervisors; includes training and further research	Funded by State government			Employers, government, university researchers
<i>Family violence Is a Workplace Issue: Workplace Models to Prevent Family Violence (2004)</i> Victorian Community Council Against Violence, community organisation Family Life and Intimo lingerie company	Research on models of workplace prevention; seminars and workshops with businesses; website-based community awareness	State government, Safer Streets and Homes Violence Prevention Strategy			Researchers, businesses, government, services
<i>In-store Stop Violence in the Home campaign</i> The Body Shop (since 2004)	Information and training for staff and opportunities to volunteer at services; internal policies and procedures to support staff		Yes		In partnership with Women's Information and Referral Exchange
<i>Employee Health and Well Being Strategy (2006)</i> Australia Post	Developed domestic and family violence policy; raised awareness with brochures; policies and guidelines to manage impact of domestic violence in the workplace; included employee assistance programs		Yes		In partnership with Mensline Australia Winner: NSW Violence Against Women Prevention Award

International examples					
New Zealand					
<p><i>DV-Free workplace program</i></p> <p>Operated by Safer Homes in New Zealand (formerly Preventing Violence in the Home)</p>	<p>Encourages improved employer response to family violence; aims to reduce stigma associated with being a victim of domestic violence, create safe supportive workplaces for victims of domestic violence, and support economic autonomy of victims</p>	<p>Under the Te Rito strategy, the Ministry of Health funded a public health program for the prevention of family violence</p>			<p>DV Free has been successfully established in business, local and central government</p> <p>Auckland City Council won the 2003 Equal Employment Opportunities award for its implementation of the program</p>
US & Canada					
<p><i>Ontario Tool Kit for Workplace Violence and Workplace Harassment</i></p>	<p>A tool kit and resources to enable organisations to prevent workplace violence and to promote respect</p>	<p>Occupational Health and Safety Council of Ontario administers resources under the <i>Occupational Health and Safety Act 2010</i></p>			
<p><i>US Corporate Alliance to End Partner Violence</i></p>	<p>The only national non-profit organisation in the US founded by the business community to address domestic violence as a workplace issue. Currently, employer members reaching over a million employees across the US with the message that domestic violence is 'Everybody's Business'. Website provides information on activities being undertaken in workplaces across the US, and some useful resources.</p>		Yes		
<p><i>Family Violence Prevention Fund (FVPP)</i></p>	<p>A US-based non-profit organisation focused on ending domestic and sexual violence</p>				<p>Philanthropic, non-profit advocacy body</p>

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<i>Safe At Work Coalition</i>	Tools and policies to support awareness raising and the prevention of violence against women in the workplace		Yes (group of US work places)		
<i>Clothing manufacturer Liz Claiborne, Inc. (since 1976)</i>	Raises funds to support women's services, donates merchandise, raises awareness, developing community based training resources, internal policies, website information, public seminars, employee assistance programs		Yes		
<i>Polaroid</i> Domestic violence program	Programs dealing with domestic violence in their workplaces		Yes		
<i>Verizon telecommunications company</i> Domestic violence program	Programs dealing with domestic violence in their workplaces		Yes		
<i>Harman International</i> Domestic violence policy	Domestic violence policy, including definitions, effects, guidelines for support, resources				
<i>American Federation State and County Municipal Employees</i> Domestic violence campaign and resource guide	Incorporated domestic violence in the workplace as a key issue for their female members – implemented a domestic violence campaign, undertook training and developed a resource guide for all unions			Yes	
United Kingdom					
<i>UK Corporate Alliance Against Domestic Violence</i>	Over 140 companies have joined the alliance, which aims to create a work environment where employees can seek practical support and advice and take positive action to end domestic violence	Yes	Yes		Corporate, government and voluntary sector

<p><i>UNISON union, National Women's Committee (since 1993)</i></p>	<p>Pioneering agreement with the Edinburgh Council in 1994 to conduct workshops on domestic violence; develop resources and design a national and regional campaign, commencing with the <i>Violence in the Home: A Trade Union Issue</i> (1999) and <i>Raise the Roof on Domestic Abuse</i> (2004); pamphlets, CDs to implement with employers; a Model Workplace Agreement on Domestic Abuse</p>			<p>Yes</p>	<p>Union, Women's Aid Federation, local government</p>
<p><i>Trade Union Congress</i> Domestic violence resources and policy</p>	<p>Developed a policy and published a resource entitled <i>Domestic Violence: A Guide for the Workplace</i> (2002), which drew on prevalence statistics and case studies. Recommended: the development of policies that set out special arrangements for women escaping domestic violence, as well information on support, referral and confidentiality policies</p>			<p>Yes</p>	<p>Unions, services, government, employers</p>
<p><i>Respectful Workplaces</i></p>	<p>Website offers resources and training to support workplace diversity and respectful relationships at work</p>				
<p><i>Towards a Respectful Workplace</i></p>	<p>Focus on harassment and bullying but website offers resources and info to assist in promoting diversity and respectful relationships in the workplace</p>				

Appendix B: Search strategy for promising practice in prevention of violence against women in workplaces

A review was undertaken of both published and unpublished literature and reports examining the areas of:

- primary prevention of violence against women
- promotion of gender equality and gender equity in the workplace
- workplace health promotion
- occupational health and safety – violence prevention
- intimate partner violence and work
- workplace sexual harassment.

Database searches using various search terms in the field were completed using the following databases: Business Premier, Sociological Abstracts, PsychInfo, PubMed, Medline, ERIC, Research Pro, Google Scholar.

Websites used to identify further research were:

Australian Domestic and Family Violence Clearinghouse

<http://www.austdvclearinghouse.unsw.edu.au>

Canadian Centres for Research on Violence against Women and Children

http://www.crvawc.ca/section-about_us/p_ACRC.htm

Corporate Alliance to End Partner Violence

<http://www.caepv.org/>

Family Violence Prevention Fund (USA); now called:

<http://www.futureswithoutviolence.org>

International Labour Organization

<http://www.ilo.org/global/lang--en/index.htm>

In addition, the websites of government departments in Australia, the UK and North America were searched to identify possible interventions and resources.

It is important to note that because the workplace as a setting for the primary prevention of violence against women is a relatively new field of intervention, no substantive evaluations of the initiatives were undertaken at the time of the review.

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