



International  
Labour  
Organization

# Dealing with sexual harassment

## 1. Raising awareness

Working conditions



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# Factory Improvement Toolset

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based learning approach designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT has been developed to be a sustainable, time- and cost-efficient option for supporting factories to enhance productivity through improved business practices and working conditions. FIT focuses on areas of production improvement and actions to be taken specific to each participating factory. It can be utilized as stand-alone learning tools or to complement other training programmes.

With each module lasting no more than 2.5 hours, FIT enables factories to train personnel, whilst minimizing interference with production realities. The easy-to-use methodology makes it possible to rapidly scale the implementation to reach a large cohort of trainees across multiple production facilities.

Working in small groups, participants review real-life situations and engage in discussions to determine improvements to be made in factory without an external trainer or specialist. This self-facilitated, activity-based and highly participatory learning approach positions participants as both student and teacher and makes the toolset self-tailored to the needs and interests of each group.

## About this module

This FIT module on Dealing with sexual harassment 1 - Raising awareness is a training for garment manufacturers to improve working conditions in the factory. Participants will work on identifying sexual harassment behaviours, understanding their impact, and developing strategies to raise awareness on the issue. This module takes about 2 hours to complete.

## Upon completion of the training, participants should have:

- Understood the meaning of sexual harassment and its different forms.
- Discussed the business cost and impact of sexual harassment in the factory.
- Discussed strategies to raise awareness on sexual harassment in the factory.

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The **Factory Improvement Toolset** of the **International Labour Organization (ILO)** are developed and provided by the ILO's **Enterprises Department**.

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# Guidelines for successfully using the training tool

## Read out-loud

The FIT tool is designed for participants to take turns reading the instructions in the modules out loud to the group. At least one member of the group should be selected in the beginning of the session to take this responsibility.

## Work as a group

Always work in groups of 5-7 during a FIT session. The programme will not be successful if participants work independently or do not collaborate with each other.

## Be active

Encourage everyone in the group to actively contribute to the discussion. Ensure that no group member dominates the discussion or does not participate at all.

## Monitor the time

Select one member of the group to monitor the time for each activity and remind the group when it is time to move to the next exercise.

## Complete the action plan

Complete the action plan at the end of the session. This will help ensure that FIT results in improvements in the factory. Review the plan a while after the session to make sure that actions in the plan has been completed accordingly.

# Icons

A set of icons is used throughout the modules to provide easy to recognize reference points for different tasks within each session and activity.



## Read out loud

One member of the group should read out loud to the rest of group.



## Knowledge link

Knowledge and skills are linked to other FIT learning resources and support.



## Time allotted

Indicates how much time each sessions and activity should take.



## Supplies needed

Indicates that supplies may be necessary to complete the session.



## Begin step-by-step instructions

Indicates that the step-by-step instructions for an activity are beginning.



## Think about it

Indicates additional information for the participants to think about.

# Measuring your performance

Measuring operational efficiency is a key aspect of running a productive factory. The box(es) below guides you in understanding which measurement indicator(s) can be used to measure and evaluate the performance of your factory in relation to the topic of this FIT module.

<b>Indicator 1</b>	<b>Turnover rate (%)</b>
<b>Definition</b>	The amount of employees who leave the factory over a period of time and must be replaced, as a percentage of the total amount of employees.
<b>Purpose</b>	To understand how high your turnover rate is, set a turnover reduction target, and identify solutions to reduce turnover in your factory.
<b>Calculation</b>	$\left( \frac{\text{\# of employees who left and must be replaced}}{\text{average \# of employees}} \right) \times 100\%$ <p>Note:  <math display="block">\text{Average \# of employees} = \frac{\text{\# of employees at the start of the time period} + \text{\# of employees at the end of the time period}}{2}</math></p>
<b>Frequency</b>	Calculate monthly.
<b>Responsible</b>	HR manager

<b>Indicator 2</b>	<b>Absenteeism rate (%)</b>
<b>Definition</b>	The amount of time (days) your employees were absent over a period of time, as a proportion of the total amount of time (days) they worked during that time.
<b>Purpose</b>	To understand how high your absenteeism rate is, set an absenteeism reduction target, and identify solutions to reduce absenteeism in your factory.
<b>Calculation</b>	$\left( \frac{\text{\# days lost due to absences}}{\text{total \# of available days}} \right) \times 100\%$ <p>Notes:  <math display="block">\text{Total \# days worked} = (\text{total \# employees}) \times (\text{\# working days during that month})</math> <math display="block">\text{\# days lost due to absences} = \text{summation of all absences during the period of time (record all absences for all employees)}</math></p>
<b>Frequency</b>	Calculate monthly.
<b>Responsible</b>	HR manager



Session 1

# Business case study

## Goals

**Preparing you for the type of discussions you will have with other group members throughout the learning module and understanding the benefits of being exposed to different perspectives.**

**Understanding the importance of preventing and addressing sexual harassment in the factory.**

# Session 1

## Overview



**One member should read the full session out loud to the rest of group**



**10 minutes**



**Learning manual, pens, markers and poster paper**

A business case study presents a real-life situation for learners to reflect on and discuss with other group members. By discussing the case, students learn from others' ideas and perspectives, and develop an understanding of the topic at hand within the workplace.



**One group member reads the case study out loud**



**The whole group discusses the case study**



**Everyone develops a deeper understanding of the topic**

# Activities

Activity

1



10 minutes

## Case study review and respond

The case study below presents a situation that could happen in real life.



### Instructions:

- 1) As a group, listen to one member read the case study below while following along in your learning module.

Thy is a new HR manager at the HS garment factory. Thy notices that some male supervisors stand very close to female workers and put their hands on their backs when speaking to them. These supervisors say that this is just a way to show friendliness to their workers. But, Thy notices that this makes workers feel very uncomfortable, and has heard some workers say to each other that it makes them feel unsafe and demotivated to work well. She also notices that turnover and absenteeism are very high at HS factory, which greatly lowers productivity. Thy wonders whether this could be linked to the way workers feel.

- 2) Together, discuss Thy's situation by answering the three questions in table 1 below.

Table 1. Questions about Thy's situation

1. What is happening in this case study?

2. What impact does the supervisors' behaviour have on workers and the factory?

3. What could be the long-term consequences of not addressing this issue?



## Session 2

# Learning about the topic

### Goals

**Understanding what sexual harassment is and the different forms that it can take.**

**Understanding the impact of sexual harassment on workers and the factory, and why it is important to eliminate it in the workplace.**

**Discussing and selecting strategies to raise awareness on sexual harassment in your factory.**

## Session 2

# Overview



One member should read the full session out loud to the rest of group



90 minutes



Learning manual, pens, and markers

This training module helps you improve working conditions in your factory by raising awareness on the issue of sexual harassment. It is important to understand that sexual harassment is a violation of workers' rights and should never be tolerated at the workplace.

Understanding what sexual harassment is, its forms and its impact, then raising awareness by communicating this information to workers and managers, is the first step in addressing sexual harassment in your factory. Throughout this module, you will work on the three steps below:

Understanding what **sexual harassment** is

Understanding the **impact** of sexual harassment

**Raising awareness** on sexual harassment

First, you will learn more about the issue of sexual harassment and the forms that it can take. Then, you will move on to discussing its impact, and why it is harmful. Last, you will come up with strategies to raise workers and managers' awareness on sexual harassment in your factory.



Raising awareness on the issue of SH is the first step in addressing it. To better deal with SH, you also need solid prevention and redressal systems. To learn more about this, ask for the "Dealing with sexual harassment 2 – Preventing and addressing" module!

# Activities

Activity

## 2a



30 minutes

## Understanding sexual harassment

In order to better address **sexual harassment** (SH), it is important to understand what it is, who it affects, where it occurs and why. In this activity, you will learn more about SH and its different forms.



### Instructions:

- 1) Together, discuss the following questions:
  - What is sexual harassment to you? How would you define it?
  - Where do you think sexual harassment takes place?
  - Who do you think is affected by sexual harassment?
  - Why do you think sexual harassment takes place?
- 2) Have a participant read aloud the text box below. Then, together, brainstorm, and list as many examples of sexual harassment as you can think of in table 2.
- 3) Have a participant read aloud the text box below table 2. Then, together, look at the list of behaviours in table 3, and discuss for each behaviour whether you think it is SH and why by putting a ✓ in the corresponding column (yes / no) and writing down your reasons.



**Sexual harassment** (SH) is unwelcome conduct of a sexual nature that makes a person feel offended, humiliated or intimidated. SH can occur in all levels of a factory, online and in person. It happens to men and women, workers and supervisors, but women workers are more likely to be victims. SH often happens because of power imbalance or gender inequality, but never because of the victim's behaviour.

## Table 2. What is sexual harassment?

Brainstorm, then list as many examples of sexual harassment as you can think of below.



Sexual harassment (SH) can take many forms. It can be physical, verbal, or non-verbal. However, what matters is always how the target feels, not the perpetrator's intention! **Remember that an action is SH if it causes harm to the victim** – the victim's perspective matters most as it is the impact of the action that is important, not the perpetrator's intention.

**Table 3. Is it sexual harassment?**

<b>Physical behaviours list</b>	<b>Yes</b>	<b>No</b>
1. Gropping or pinching someone's body		
<b>Why?</b>		
2. Making gestures or using body language of a sexual nature.		
<b>Why?</b>		
3. Using physical violence to force someone into a sexual relationship.		
<b>Why?</b>		
<b>Verbal behaviours</b>		
4. Insults of a sexual nature, and comments about someone's body.		
<b>Why?</b>		
5. Two co-workers sharing a sexual joke together and laughing.		
<b>Why?</b>		
6. Persistent requests to meet in or outside of the workplace.		
<b>Why?</b>		
<b>Non-verbal behaviours</b>		
7. Displaying a calendar with sexually explicit content in the factory.		
<b>Why?</b>		
8. Leering, staring at someone's face and / or body.		
<b>Why?</b>		
9. Online messaging of a sexual nature despite refusal to engage.		
<b>Why?</b>		

Activity

# 2b



30 minutes

## Understanding the impact

Sexual harassment is **harmful** to the victim's physical and / or mental well-being, and has many negative consequences on bystanders and the factory as well. In this activity, you will learn more about the impact of SH on workers and the factory as a whole.



### Instructions:

- 1) Together, look at the list in table 4, then put a ✓ in the column on the right if you think it is a possible consequence of sexual harassment.
- 2) Have participants read aloud the scenarios in table 5. For each scenario, discuss the questions below and take notes in the space:
  - Why is it considered sexual harassment?
  - How does it affect the victim? How would you feel if it happened to you?
  - How could it affect the perpetrator?
  - How would you feel if you were a bystander (witness)? If it happened to a colleague in the factory?
  - What problems might this create for the factory?
  - What would you do if you were the manager in the scenario?
- 3) Together, based on what you learned in this activity, discuss: Why do you think it is important to eliminate SH in the factory?



SH harms not only victims, but also perpetrators, witnesses and the factory as a whole. Other workers are likely to start feeling unsafe when witnessing sexual harassment behaviours. This harms working relationships and decreases motivation and satisfaction, which in turn lowers productivity in the factory.

Table 4. Consequences of sexual harassment

Consequences	✓
1. Workers become more stressed and are unhappy at work.	
2. Staff are less motivated to work efficiently and with quality.	
3. Relationships between workers and supervisors are not good.	
4. Staff communicate issues with each other and supervisors less.	
5. People do not want to work in your factory because it has a bad reputation.	
6. Higher turnover of staff.	
7. Your factory might get sued	
8. The factory becomes less productive because workers are less productive.	
9. Buyers stop orders because of bad reputation.	

Table 5. Scenarios

**Scenario 1:** You are a manager in your factory. In the last week you have seen the same line supervisor stand behind female workers and put his hands on their shoulders and lower back while he is talking to them. The staff look noticeably uncomfortable with the physical contact.

**Discussion:**

- Why is it considered sexual harassment?
- Impact on the victim:
- Impact on the perpetrator:
- Impact on bystanders (witnesses):
- Impact on the factory:
- What would you do?

**Scenario 2:** You are a manager in your factory. After work you are walking around the factory when you overhear a conversation between two male factory workers. One of the workers is saying that his line supervisor, a woman, has offered to recommend him for a promotion, but only if he meets with her for a date this Friday evening.

**Discussion:**

- Why is it considered sexual harassment?
- Impact on the victim:
- Impact on the perpetrator:
- Impact on bystanders (witnesses):
- Impact on the factory:
- What would you do?

**Scenario 3:** You are a line supervisor in your factory. You are part of a staff messaging group chat where production and work-related topics are discussed. There are mainly men in the group. They often talk about which of the staff they find attractive and make comments on their bodies. You feel uncomfortable but cannot leave the chat.

**Discussion:**

- Why is it considered sexual harassment?
- Impact on the victim:
- Impact on the perpetrator:
- Impact on bystanders (witnesses):
- Impact on the factory:
- What would you do?

Activity

# 2c



30 minutes

## Raising awareness

SH is more common when staff are unaware of what it is, and of their rights to an SH-free workplace. As a result, SH is often underreported. To increase reporting and better address SH, factories must **raise awareness** on SH by informing staff about what SH is, its forms and its impact. In this activity, you will discuss how to raise awareness on SH.



### Instructions:

- 1) Together, discuss the three questions in table 6 and write down your answers in the space provided.
- 2) Together, go through table 7 listing six ways to raise awareness on sexual harassment in the factory. Discuss: Which ways would be more efficient in your factory, and why?
- 3) Together, look at table 8 listing barriers that prevent staff from discussing sexual harassment. Brainstorm other reasons, then add them to the table.
- 4) Together, for each reason, come up with actions that could be taken by factory management to reduce or remove these barriers, and write them down in table 8.

Table 6. Raising awareness

1. How could you inform and raise awareness on sexual harassment in your factory?
2. Who should be targeted by awareness-raising activities? Everyone, or just certain groups of people?
3. What should these people learn in order to be more informed and better understand sexual harassment?

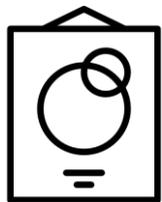


SH is less likely to occur in factories where:

- Workers and supervisors are aware of what SH means and why it harms workers and the factory.
- Workers have the opportunity and agency to voice their opinions, thoughts, concerns and suggestions.

Table 7. Awareness-raising methods

1. Organizing **mandatory trainings** for all staff, to inform them on what sexual harassment is, the forms it can take, and its impact on workers, bystanders, perpetrators and the factory as a whole.



2. Putting up **signs and posters** around the factory, displaying important information on what sexual harassment is, the forms it can take, and its negative impact – and remind staff that sexual harassment will not be tolerated.

3. Organizing **small group discussions** for staff to discuss their thoughts and feelings on sexual harassment, share experiences, and ask questions, in a safe and comfortable setting.



4. **Selecting staff members** (workers and supervisors, men and women), and giving them special training on sexual awareness. Other staff members can consult them confidentially if they have any questions or concerns on the subject.

5. Distributing **fliers and leaflets** containing important information on sexual harassment, which workers can keep and consult to become more informed.



6. Organizing **special events** or selecting one day as sexual harassment awareness day to inform staff and remind them of the importance of the issue – and of the fact that it will not be tolerated.

**Table 8. Removing barriers**

<b>Barriers</b>	<b>Solutions</b>
1. Staff do not know what is sexual harassment and that it is against their rights.	
2. Staff don't know who they could talk to or when they would have time to talk to somebody.	
3. Staff are shy or uncomfortable about discussing sexual harassment.	
4. Staff are worried that their thoughts, feelings and opinions will be judged, or not taken seriously.	
5. Staff worry that they might be treated badly, receive a pay deduction, or be fired if they talk openly about SH.	
6. Other reason:	
7. Other reason:	



Session 3

# Your action plan

## Goals

**Summarizing and revising the new knowledge gained.**

**Identifying concrete applications of the new knowledge that benefit your factory.**

## Session 3

# Overview



One member should read the full session out loud to the rest of group



20 minutes



Learning manual, pens, and markers

Throughout this module you have gained knowledge about what sexual harassment is, its forms and impact, and how you can start to address it in your factory by raising awareness.

Understanding what **sexual harassment** is

Understanding the **impact** of sexual harassment

**Raising awareness** on sexual harassment

In this session you will apply your new knowledge by reviewing best practices and creating an action plan to improve staff's understanding and awareness of sexual harassment, and improve working conditions in your factory.



A sample anti-sexual harassment policy is available online for you to print out and use in your own factory. To obtain it, contact your factory's FIT coordinator!

# Activities

Activity

# 3a



5 minutes

## Best practices checklist

In this activity, you will review best practices for improving awareness of sexual harassment, as a next step for evaluating your own and implementing improvements.



### Instructions:

- 1) Together, look at the list of best practices in table 9, and put a ✓ in the column on the right if you use these practices in your factory.

Table 9. Understanding sexual harassment

Best practices	✓
1. Factory management raises awareness on sexual harassment by informing workers on what it is, its forms, and its impact.	
2. Factory management clearly communicates to workers and supervisors that sexual harassment will not be tolerated in the factory.	
3. Managers and supervisors know their roles and responsibilities in raising awareness on sexual harassment and ensuring that it does not happen.	
4. Workers know their rights to a safe and respectful working environment free of sexual harassment.	
5. Management has an action plan for raising awareness on sexual harassment in the factory, and reviews it regularly to ensure it is effective.	

Activity

# 3b



15 minutes

## Your action plan

In this activity, you will think of ways to apply your new knowledge to improve awareness of sexual harassment in your factory by drafting your own action plan.



### Instructions:

- 1) Together, fill in the action plan (table 10) on the next page. Identify a key problem that you want to solve and write down the solutions you identified while working on this module.



It is good practice to come up with a clear, simple written **policy** - to provide clear workplace guidelines to remind staff about your commitments to prevent and address SH. For an example, ask your facilitator for the [example policy template!](#)

**Table 10. Dealing with sexual harassment 1 – Action Plan**

<b>Problem identified</b>				
<b>Solutions identified</b>	<b>Action(s) to be taken</b>	<b>Person responsible</b>	<b>By when?</b>	<b>How will improvements be measured?</b>

# Dealing with sexual harassment 1

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based learning approach designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT is being piloted in Asia under the regional Decent Work in the Garment Sector Supply Chains in Asia project funded by the Government of Sweden.

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