International Labour Organization

Dealing with sexual harassment

2. Preventing and addressing

Working conditions

Factory Improvement Toolset

Copyright © International Labour Organization 2019

First published 2019

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: rights@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

ISBN: 9789220327234 (web pdf)

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Information on ILO publications and digital products can be found at: www.ilo.org/publns

---

Photos: © ILO
Printed in Thailand

Table of Contents

About the FIT module **4**

Guidelines for successfully using the training tool **5**

Session 1
Business case study **9**

Session 2
Learning about the topic **15**

Session 3
Action items **29**

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 2 – Preventing and addressing is a training for garment manufacturers to improve working conditions in the factory. Participants will work on developing strategies to better prevent and address the issue through their reporting and remedial systems. This module takes about 2.5 hours to complete.

Upon completion of the training, participants should have:

- Identified how to improve their reporting systems to better address reports and protect victims.
- Identified how to improve their remedial systems to better assist victims.
- Identified strategies to systematically prevent sexual harassment.

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

Authors: Thomas Bayliss, Alix Machiels, Sara Andersson, Charles Bodwell, Pei Man Jessica Wan.

This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.

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.

Indicator 1	**Turnover rate (%)**
Definition	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.
Purpose	To understand how high your turnover rate is, set a turnover reduction target, and identify solutions to reduce turnover in your factory.
Calculation	(# of employees who left and must be replaced / average # of employees) x 100% Note: Average # of employees = (# of employees at the start of the time period + # of employees at the end of the time period) / 2
Frequency	Calculate monthly.
Responsible	HR manager

Indicator 2	**Absenteeism rate (%)**
Definition	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.
Purpose	To understand how high your absenteeism rate is, set an absenteeism reduction target, and identify solutions to reduce absenteeism in your factory.
Calculation	(# days lost due to absences / total # of available days) x 100% Notes: Total # days worked = (total # employees) x (# working days during that month) # days lost due to absences = summation of all absences during the period of time (record all absences for all employees)
Frequency	Calculate monthly.
Responsible	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 having sexual harassment prevention and remedial strategies in place in the factory.

Session 1

Overview

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

15 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

15 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. Previously, Thy organized a mandatory training to raise awareness on sexual harassment in the factory. After the training, a few workers come forward, accusing their supervisor of pressuring them to meet outside of work. When they refused, this supervisor denied them overtime work and shortened their breaks. They explain that they did not report it before, because they were afraid of retaliation by the supervisor, and did not know who to talk to about it.

Thy realizes that raising awareness is not sufficient. To better prevent and address sexual harassment cases, together with workers' representatives, she informs workers that they can use grievance channels to report cases confidentially. Reports are dealt with seriously and investigated fairly. Perpetrators found guilty are punished. Victims are protected from retaliation and offered support. Thy informs all workers on reporting procedures, consequences for perpetrators, and support available to victims.

As a result, sexual harassment is dealt with appropriately and timely, and workers feel safer. After several cases are dealt with, they start trusting management more. They feel more respected and become more committed to the factory. Turnover decreases, productivity increases and factory reputation improves over time.

2) Together, discuss Thy's situation by answering the three questions in table 1 on the next page.

Table 1. Questions about Thy's situation
1. Was raising awareness enough to eliminate sexual harassment in the factory? Why or why not?
2. What do Thy and workers' representatives do or change in order to better address sexual harassment?
3. What are the results of Thy's measures (changes) for the factory and its workers?

This page has been intentionally left blank and can be used for note taking.

SAMPLE VARIDAGE

Session 2

Learning about the topic

Goals

Learning how to better address reports of sexual harassment and protect the victim’s identity.

Discussing how to encourage reporting in the factory and improve your reporting system.

Learning how to better assist victims of sexual harassment and improve your remedial system.

Evaluating strategies for preventing sexual harassment in the factory and ways to improve prevention systems.

Session 2

Overview

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

110 minutes

Learning manual, pens, and markers

This training module helps you improve working conditions in your factory by setting up procedures to prevent and address sexual harrasment. It is important to understand that sexual harassment is a violation of workers' rights and should never be tolerated at the workplace.

In order to eliminate sexual harassment in your factory, it is important to set up adequate reporting, remedial, and prevention systems. Throughout this module you will work on the three steps below:

Improving your **reporting system**

Improving your **remedial system**

Improving your **prevention system**

First, you will learn how to encourage reporting and protect victims in your factory, and discuss ways to improve your own reporting system. Then, you will think of how to provide better remedies for victims and how to deal with perpetrators. Finally, you will evaluate strategies to prevent sexual harassment in your factory.

Activities

Activity
2a

30 minutes

Encouraging reporting

SH is often underreported. Factories must set up a system for **reporting** sexual harassment while ensuring that the alleged victim is protected to prevent retaliation. In this activity, you will learn more on how to appropriately address reports, protect victims and encourage reporting in your factory.

Instructions:

1) Have a participant read aloud the cases from two factories in table 2. For each stage, discuss which factory followed best practice (✓) and which factory did not address SH appropriately (✗), and why.

2) Together, look at the list of good practices to ensure anonymity / confidentiality in table 3, and discuss how efficient each is by writing a number from 1 (not very effective) to 3 (very effective) on the right.

3) Together, look at the list of barriers that prevent staff from reporting sexual harassment in table 4. For each reason, think of actions that could be taken by management to reduce or remove these barriers.

Always remember to keep in mind the alleged **victim's safety & well-being** when dealing with sexual harassment complaints or reports. Ensuring that you do not circulate the names and details of incidents is an important way of protecting alleged victims and making sure that people can trust the system for reporting SH.

Table 2. Addressing sexual harassment

	Garment Factory A	✓ ✗	Garment Factory B	✓ ✗
1. Supporting	Cha has been sexually harassed. She doesn't know who to talk to about it and doesn't know who she could contact to find support.		Dara was sexually harassed. She meets with a supervisor assigned to support victims. The supervisor provides support and advice on how Dara can report the incident.	

2. Reporting	Cha submits a written report to management. A small team read through the report together and ensure that they do not discuss the incident with anyone else to protect Cha's privacy.		Dara submits a written report. One manager tells the person who has been accused that Dara has complained about him. Dara is treated badly for complaining about her colleague.	
3. Protecting	Management takes the report seriously. Before deciding what to do, they consult Cha to ensure she agrees. They assure her that they will take measures to ensure her safety. Cha's identity is protected.		Managers think Dara exaggerates and do not take action. They blame her for "being too sensitive". Other workers see this, and choose not to report sexual harassment in the future.	

Confidential: The identity of the alleged victim is known to as few people as possible, and kept a secret for their safety.
Anonymous: No information is given about the person who filed the report and there is no way of identifying the person who wrote it.

Table 3. Protecting victims

Good practices for protecting anonymity and confidentiality	**1 – 3**
1. When reports are submitted, one person reads the report and removes any information that can identify the alleged victim before the report is circulated.	
2. One manager is designated for employees to report SH to. He /She clearly understands how to ensure that the identity of the alleged victim is protected.	
3. No attempt is made to verify anonymous reports by finding out who the victim was and speaking to them directly.	
4. Reports are submitted in private locations, away from CCTVs, where people will not be seen by supervisors or colleagues (e.g. bathrooms).	
5. When action is taken against a perpetrator of SH, details about the incident that might make the perpetrator aware of who the victim was are not shared.	
6. The perpetrators of sexual harassment should be dealt with professionally and discretely without public naming and shaming.	

Table 4. Removing barriers	
Barriers	**Solutions**
1. Staff do not know what is sexual harassment and that it is against their rights.	
2. Staff do not know who they could talk to or when they would have time to talk to somebody.	
3. Staff do not know how to file a report, and how their case will be addressed.	
4. Staff worry that if they report a case, everyone will find out about it.	
5. Staff worry that if they report a case, they might be blamed by managers, workers or friends and family for being sexually harassed.	
6. Staff worry that if they report a case, it won't be taken seriously and nothing will be done.	
7. Staff worry that if they report a case, they might be treated badly, receive a pay deduction, or be fired.	

Activity

2b

20 minutes

Improving your reporting system

SH is more common when staff are unaware of or do not trust the **reporting systems.** Factories should inform staff about SH and the systems in place to address it, then encourage them to use and trust the systems. In this activity, you will reflect on your reporting system, and discuss ways to improve it.

Instructions:

1) Together, discuss the three questions in table 5.

2) Together, go through the self-assessment checklist in table 6 to evaluate your own reporting system by ticking ✓ in the column on the right if you do these things in your factory.

3) Together, based on the check list, discuss: Which improvements could be made to your reporting system to increase reporting and better protect victims?

Table 5. What would you do?

1. What would you do if a worker came to you and told you that they had been sexually harassed?
2. What would you recommend to the worker if they wanted to report the case?
3. What would you recommend to the worker if they did not want to report the case?

When addressing informal or formal reports, always remember to:

- Ensure that reporting can be done confidentially.
- Ensure that victims are never blamed regardless of their age, gender, clothing, relationship status, etc.

Table 6. Evaluating your reporting system	
Good practices	✓
1. You communicate clear information on reporting procedures to workers.	
2. All reports or communications related to sexual harassment are taken seriously.	
3. Alleged victims have the option to report sexual harassment cases anonymously or confidentially.	
4. If the alleged victim choses to report the case anonymously or confidentially, no information is shared that could identify her/him.	
5. Alleged victims have the option to report sexual harassment formally (complaint) or informally (private discussion).	
6. Alleged victims are never forced to report their case formally if they do not want to.	
7. A written, dated record is always made when a case is reported formally.	
8. Alleged victims have the option to report sexual harassment in written or verbal form (e.g. for illiterate workers).	
9. Alleged perpetrators have the opportunity to defend themselves before the factory makes a decision.	
10. Reports are considered rapidly by a designated, well-trained committee.	
11. Information on the case or the alleged victim is never shared with anyone outside the committee to protect her/his identity and prevent retaliation.	
12. After a verdict is made, the factory explains its decision to all involved in the case (victim, witnesses, perpetrators).	

Written reporting should be done using a standard form that can be filled in by victims or witnesses, anonymously or confidentially.

Ask your facilitator for the example form for reporting sexual harassment to learn more about what this form might look like.

Activity

2c

30 minutes

Remedial systems

Reporting is only the first step in addressing cases. Systems should be set up to **remedy** each case, so that perpetrators are held accountable, and victims provided with assistance. In this activity, you will learn more on how to adequately remedy SH cases, and evaluate your own remedial system and how you could further improve it.

Instructions:

1) Together, discuss the two questions in table 7.

2) Together, go through the list of remedies that can be provided to victims in table 8, and discuss: Which ones do you find most important, and why?

3) Together, go through the self-assessment checklist in table 9 to evaluate your own remedial system by ticking ✓ in the column on the right if you do these things in your factory.

4) Together, based on what you learnt, discuss: What improvements could be made to improve remedial in your factory?

Table 7. Dealing with perpetrators

1. How should perpetrators be held accountable for minor / moderate / major offenses? How can you ensure that they understand why they are being taken action against?
2. What measures could be taken in order to prevent the perpetrator from retaliating (against the victim) or re-offending (harassing someone else)?

Ensuring that perpetrators are held accountable (in agreement with the law) is very important in order for staff to trust management. This will encourage reporting, and help prevent SH. However, perpetrators should not necessarily be fired (if the offense is small). It is important for them to understand what they did wrong and how it harmed the victim, and get the opportunity to do better in the future.

Table 8. Remedies for victims
Providing **psychological support**, or information on how to obtain it (counselling centre, hotline, etc.) and / or financial assistance for the victim to access it.
Transferring the victim to another department / unit / team if they wish to be transferred. This may include re-training them.
Giving paid leave, and / or flexible working hours, as compensation and in order to help the victim recover.
Providing legal assistance and advice, or information on how to obtain it and / or financial assistance for the victim to access it. Remember that the victim has the right to involve the police and courts if they wish to do so.
Organizing **discussion groups** to provide a safe, private space for victims to share and discuss their experiences together if they wish to do so.
Giving victims the **right to resign** with compensation if they wish to do so. Victims should also be temporarily protected from being dismissed.
Providing victims with comprehensive and clear **information** on their rights and options available to them to obtain assistance and / or compensation.

Table 9. Evaluating your remedial system	
Good practices	✓
1. All communications related to sexual harassment are acted upon timely after being considered.	
2. Perpetrators are held accountable, and dealt with as appropriate by management and / or an impartial anti-sexual harassment committee.	

3. Written records are made of sanctions taken against perpetrators.	
4. Measures are taken to prevent perpetrators from re-offending or from retaliating against the victim.	
5. The victim is consulted before these measures are implemented to ensure her/his agreement and comfort.	
6. Victims have access to compensation in case of psychological, economic or physical harm.	
7. All victims are provided with free, adequate assistance and remedies.	
8. Victims are temporarily protected from being dismissed.	
9. Victims are never blamed or held responsible for sexual harassment – it is never the victim's fault, no matter their gender, age, behaviour, clothing, etc.	

Activity

2d

30 minutes

Preventing sexual harassment

It is vital that factories work to **prevent** sexual harassment from happening, rather than just addressing incidents of SH when they happen. In this activity, you will look at what can be done in your factory to prevent sexual harassment.

Instructions:

1) Together, brainstorm some ways you could prevent sexual harassment in your factory. Write down your ideas in table 10.

2) Together, look at the list of 12 strategies for preventing SH table 11, and discuss for each strategy whether it would be applicable in your factory. Put a ✓ in the column on the right if you think it is.

3) Together, go through the self-assessment checklist in table 12 to evaluate your own prevention system by ticking ✓ in the column on the right if you do these things in your factory.

4) Together, based on what you learnt, discuss: What concrete improvements could be made to improve prevention in your factory?

Table 10. Brainstorming: How to prevent sexual harassment?

Table 11. Preventing sexual harassment	
Strategies	✓
1. Set up a task team to meet monthly to discuss SH and identify new ways of preventing it – or give this responsibility to an existing team (HR / other).	
2. Remind staff about the importance of eliminating sexual harassment during staff briefings.	
3. Put up posters around the factory to remind staff that sexual harassment is not tolerated.	
4. Require all staff to complete trainings about sexual harassment and how to prevent sexual harassment in the workplace as part of the induction training.	
5. Provide a space for victims of sexual harassment to share their experiences or for workers to discuss the issue together in a safe space.	
6. Ensure that supervisors and managers are aware of their roles and responsibilities in ensuring zero SH.	
7. Show workers that SH is not tolerated by strictly implementing the SH policy and punishing perpetrators, to create trust in management and in the system.	
8. Train all supervisors in identifying and addressing SH when it happens.	
9. Inform all workers on how they can report or speak about SH when it happens (to themselves or to someone else).	
10. Identify workers that are most at risk (e.g. night workers, storeroom workers), and take measures to better protect them (e.g. adequate lighting).	

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. Ask your facilitator for the example policy template!

Table 12. Evaluating your prevention system	
Good practices	✓
1. You have a sexual harassment prevention action plan – and an anti-sexual harassment committee responsible for implementing and monitoring it.	
2. You have an anti-sexual harassment policy, clearly phrased and available for everyone to consult.	
3. You clearly state and show that sexual harassment will not be tolerated in the factory, e.g. through signs and at staff meetings.	
4. You raise awareness on sexual harassment in the factory, e.g. through mandatory trainings.	
5. You consult workers, supervisors and manager on how to better prevent sexual harassment in the factory.	
6. You give supervisors and managers the clear responsibility to prevent sexual harassment in your factory, and give them training in how to do so.	
7. You collect data on the number and type of cases, and analyse it regularly to understand how to better prevent it and who is most at risk.	

brot

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 on how to improve reporting systems and channels in your factory, how to address cases through remedial, and how to set up good prevention systems.

Improving your **reporting system**

Improving your **remedial system**

Improving your **prevention system**

In this session you will apply your new knowledge by reviewing best practices and creating an action plan to eliminate sexual harassment and improve working conditions in your factory.

A sexual harassment reporting form template 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 sexual harassment prevention and remedial, as a next step for evaluating your own and implementing improvements.

Instructions:

1) Together, look at the list of best practices in table 13, and put a ✓ in the column on the right if you use these practices in your factory.

Table 13. Preventing and addressing sexual harassment

Best practices	✓
1. There is a team of designated, well-trained employees responsible for addressing reports and remediating sexual harassment cases.	
2. The victim's well-being is always the first consideration when addressing reports of sexual harassment.	
3. The factory has a system in place for reporting sexual harassment, which allows for anonymous or confidential reporting.	
4. Reported cases are always remedied, the perpetrator held accountable and the victim provided assistance and/or compensation.	
5. There is an anti-sexual harassment committee responsible for setting up measures to better prevent sexual harassment in the factory.	
6. Staff are consulted in the setting up and improving of systems to report, remedy and prevent sexual harassment.	

Activity

3b

15 minutes

Your action plan

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

Instructions:

1) Together, fill in the action plan (table 14) 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.

Table 14. Dealing with sexual harassment 2 – Action Plan

Problem identified				
Solutions identified	**Action(s) to be taken**	**Person responsible**	**By when?**	**How will improvements be measured?**

Dealing with sexual harassment 2

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.

Decent Work Technical Support Team for East and South-East Asia and the Pacific

United Nations Building, 10th Floor
Rajdamnern Nok Avenue,
Bangkok 10200, Thailand
Tel.: 662 288 1234 Fax. 662 288 3058
Email: BANGKOK@ilo.org

ISBN: 9789220327234 (web pdf)