

Preventing and Eradicating Violence and Harassment at Work Training program

Workbook for Labour Inspectors



International
Labour
Organization

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Introduction

Violence and harassment in the world of work is a pervasive and harmful phenomenon, with profound and costly effects ranging from severe physical and mental health consequences to lost earnings and destroyed career paths to economic losses for workplaces and societies. In 2021, across the world, 22.8 per cent or 743 million persons in employment had experienced violence and harassment at work – whether physical, psychological or sexual – over their working life.

To address this, in June 2019 the International Labour Organization (ILO) adopted the Violence and Harassment Convention (No. 190) and its accompanying Recommendation (No. 206). These instruments recognize the right of everyone to a world of work free from violence and harassment, and for the first time, provided a common framework for the prevention and elimination of violence and harassment in the world of work, including gender-based violence and harassment.

The ILO also aims at assisting labour inspectors in their task of enhancing the working conditions of workers worldwide, by addressing violence and harassment taking place in the workplace. With this objective, the ILO has developed a Support Guide for Labour Inspectors accompanied with a specialised training program which seeks to provide labour inspectors with the necessary knowledge, skills and tools to effectively address this pressing topic.

This Participants Workbook serves as a comprehensive guide for participants undergoing our training program. It is designed for use throughout the course to facilitate all planned activities, enabling note-taking and content review as we conclude the training.

Acknowledgements

This document was developed by Helena Pérez and Miranda Hochman under the supervision of Maria José Chamorro and Ozge Berber-Agtas, gender equality specialists of ILO.

The training and training modules were first piloted in Armenia in 2024 and received comments and support from Nver Sargsyann, Lala Aslikyan and Anna Harutyunyan.

Introduction

0. Presentation

Introduce yourself to everyone!

Think of a superpower you have to address violence and harassment at work. Can you make a drawing of it? Make it as simple as you want.

When it is your turn, show us what you have drawn and tell us:

- Your name
- The company you work for
- Your role in the company, and
- Your superpower!

A. What is violence and harassment?

1. ACTIVITY: Defining violence and harassment at work

Individually come up with a definition of these two concepts. Once you have finished share it with the person sitting next to you. Have both of you defined them similarly?

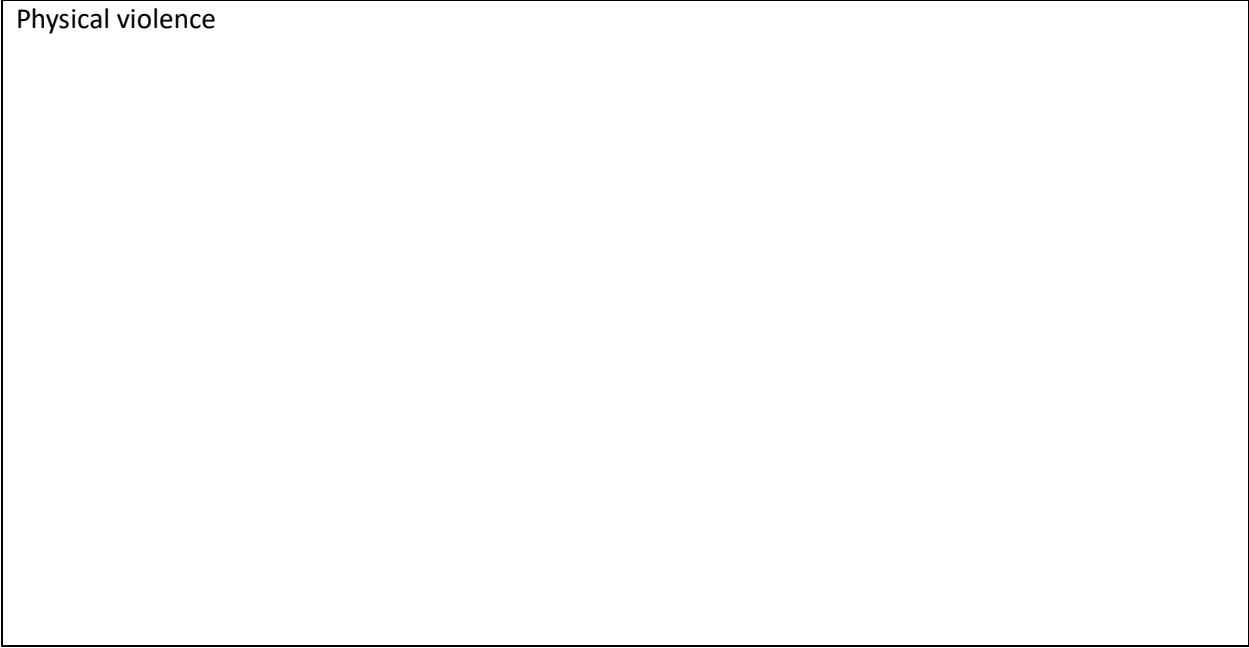
Violence and harassment at work

A safe working space

2. ACTIVITY: Are there different types of violence and harassment?

As a group, discuss and define the following types of violence and harassment. After defining each type, create a small drawing or illustration that represents each form of violence or harassment.

Physical violence



Psychological violence



Sexual harassment

Gender-based violence and harassment

3. ACTIVITY: Are these examples of violence and harassment?

Read the case study you are given and decide if it is a case of violence and harassment or not. Think about the details in the table to help you decide. Write down what you think and any other important details.

*** Tool 1: INCIDENT ASSESSMENT TOOL**

Case 1. Professional Relations

Narine is a 30-year-old saleswoman working at Trendy Designs Co. She has been with the company for a few months. In her third week, Aram, a senior colleague, invited Narine for coffee after work. She said no because she was busy. Aram often made her uncomfortable by touching her hand and back when they were in meetings. He kept inviting her for coffee every week, even though she always declined politely.

One evening, Narine stayed late at the office, and Aram was also there. When leaving, Aram offered to drive her home. She accepted because she felt unsafe taking the bus late at night. Instead of going straight to her house as she indicated, Aram drove to a lookout spot.

Narine felt scared and anxious. Aram tried to hug her and said, "I think you also feel the same way about me." Narine was too shocked to respond and started crying.

Since that incident, she has been feeling guilty for not knowing how to respond to his advances.

Element	Definition	Type and categories	Description
WHAT	What is the behaviour that is happening	Physical	
		Psychological	
		Sexual	
		Gender-based	
		Discrimination-based	
		Other	
WHO	Who is carrying out the behaviour	Up-down	
		Down-up	
		Between equals	
		Man to woman	
		Man to man	
		Woman to man	
		Woman to woman	
		Other	
WHEN	When is it taking place	During work	
		After work	
		During a work-related event or trip	

		Commuting	
		Other	
		Not work-related	
WHERE	Where is it taking place	In the workplace	
		Outside the workplace	
		Communication channels	
		In a location in relation to work	
		Other	
		Not work-related	
HOW	How is it happening	Written communication	
		Oral language	
		Non-verbal language	
		Physical	
		Digitally	
		Acts of omission	
FREQUENCY	It's frequency	Once	
		Repeatedly	
		Daily	
WHY	The intention of the person who commits the violence and harassment	Intended	
		Non-intended	
REACTION	The victim's reaction	Verbal rejection	
		Non-verbal rejection	
		No reaction	
		Other	

Case 2. The Workplace WhatsApp Group

Siranush is an accounts manager at Global Bank. She created a WhatsApp group for her colleagues at the office. The group was meant for work updates and friendly chats. After work, Siranush started sending sensual photos and sexual jokes in the group. Most colleagues did not comment on her messages, and only a few responded. One afternoon, Siranush found out that Davit, who works in the loan processing division, is homosexual. Siranush wrote in the group: “Davit, what a pity! I could show you how to be a real man if you liked.”

Element	Definition	Type and categories	Description
WHAT	What is the behaviour that is happening	Physical	
		Psychological	
		Sexual	
		Gender-based	
		Discrimination-based	
		Other	
WHO	Who is carrying out the behaviour	Up-down	
		Down-up	
		Between equals	
		Man to woman	
		Man to man	
		Woman to man	
		Woman to woman	
		Other	
WHEN	When is it taking place	During work	
		After work	
		During a work-related event or trip	
		Commuting	
		Other	
		Not work-related	
WHERE	Where is it taking place	In the workplace	
		Outside the workplace	
		Communication channels	
		In a location in relation to work	
		Other	

			Not work-related	
HOW	How is it happening		Written communication	
			Oral language	
			Non-verbal language	
			Physical	
			Digitally	
			Acts of omission	
FREQUENCY	It's frequency		Once	
			Repeatedly	
			Daily	
WHY	The intention of the person who commits the violence and harassment		Intended	
			Non-intended	
REACTION	The victim's reaction		Verbal rejection	
			Non-verbal rejection	
			No reaction	
			Other	

Case 3. Management dynamics

Lilit is a skilled Financial Controller with over ten years at her company. She is known for her excellent work and determination to meet her targets. Elen is the Compliance Manager who reports directly to Lilit.

Elen has been feeling overwhelmed with too many tasks and short deadlines for several months. She feels that Lilit does not appreciate her work or efforts. In meetings, Lilit criticizes Elen's work in front of others and sometimes raises her voice. Lilit talks over Elen in leadership meetings and refers to her in the third person, ignoring her presence.

Feeling stressed and ignored, Elen goes to the Human Resources (HR) department for help. The HR Director talks to Lilit to understand the situation.

Lilit responds defensively, saying Elen is too sensitive and lacks initiative. She admits to raising her voice once but says it was a one-time event. Lilit believes that as a manager, it is her right to critique Elen's work to help her improve. Lilit insists that there is nothing wrong with her management style.

Element	Definition	Type and categories	Description
WHAT	What is the behaviour that is happening	Physical	
		Psychological	
		Sexual	
		Gender-based	
		Discrimination-based	
		Other	
WHO	Who is carrying out the behaviour	Up-down	
		Down-up	
		Between equals	
		Man to woman	
		Man to man	
		Woman to man	
		Woman to woman	
		Other	
WHEN	When is it taking place	During work	
		After work	
		During a work-related event or trip	
		Commuting	
		Other	
		Not work-related	
WHERE		In the workplace	

	Where is it taking place		Outside the workplace	
			Communication channels	
			In a location in relation to work	
			Other	
			Not work-related	
HOW	How is it happening		Written communication	
			Oral language	
			Non-verbal language	
			Physical	
			Digitally	
			Acts of omission	
FREQUENCY	It's frequency		Once	
			Repeatedly	
			Daily	
WHY	The intention of the person who commits the violence and harassment		Intended	
			Non-intended	
REACTION	The victim's reaction		Verbal rejection	
			Non-verbal rejection	
			No reaction	
			Other	

Case 4. The soccer match

Tech Innovators Inc., a company in the technology sector, organized a soccer tournament for employees on a Saturday morning. The event was held on a rented field, and all workers were invited. Garik is a new intern who joined the company a few weeks ago. In the locker room, Garik is with Levon and Samvel, who work in the same department.

Levon and Samvel joke with Garik about Anna, another intern. They say, "So, what's up with Anna? We heard she likes you, are you going to invite her out?" Garik says he is not attracted to Anna. Levon replies, "What? She's so hot!" Garik laughs shyly and leaves the locker room feeling embarrassed.

During the game, Samvel tackles Garik roughly. The tackle was supposed to be for getting the ball but was too aggressive. Garik gets injured and feels a lot of pain.

Element	Definition	Type and categories	Description
WHAT	What is the behaviour that is happening	Physical	
		Psychological	
		Sexual	
		Gender-based	
		Discrimination-based	
		Other	
WHO	Who is carrying out the behaviour	Up-down	
		Down-up	
		Between equals	
		Man to woman	
		Man to man	
		Woman to man	
		Woman to woman	
		Other	
WHEN	When is it taking place	During work	
		After work	
		During a work-related event or trip	
		Commuting	
		Other	
		Not work-related	
WHERE	Where is it taking place	In the workplace	
		Outside the workplace	
		Communication channels	

			In a location in relation to work	
			Other	
			Not work-related	
HOW	How is it happening		Written communication	
			Oral language	
			Non-verbal language	
			Physical	
			Digitally	
			Acts of omission	
FREQUENCY	It's frequency		Once	
			Repeatedly	
			Daily	
WHY	The intention of the person who commits the violence and harassment		Intended	
			Non-intended	
REACTION	The victim's reaction		Verbal rejection	
			Non-verbal rejection	
			No reaction	
			Other	

4. ACTIVITY: Are there varying degrees of severity? Why is this classification significant?

Read the following cases and, for each one, decide whether you believe it should be considered a minor, a serious or a very serious offense, or if it should not be considered violence and harassment.

Case 1. When Tigran heard that his company had lost a client, he got very angry. He kicked the trashcan hard, smashing it against the wall, making a loud noise and scattering papers all over the floor.

1. It's a common situation, nothing to be concerned about.
2. It's not violence, just a minor disagreement.
3. It's a minor case of violence and surely, they can work it out.
4. It's a serious case of violence at the workplace.
5. It's a very serious case of violence that should never be acceptable regardless of the severity or context.

Case 2. The boss says to his secretary: "Wow, that haircut makes you look so young and beautiful!"

1. It's a nice compliment that should be expected.
2. It's not harassment, it's just a nice compliment and is not problematic.
3. It's a minor issue that should not be ignored as it might be unwelcome.
4. It's a serious case of harassment.
5. It's a very serious case of harassment and should be reported immediately.

Case 3. Without permission, Mariam picks up Hasmik's phone while Hasmik is away from her desk. Mariam looks through Hasmik's personal messages and photos.

1. It's just a normal workplace situation and is not problematic.
2. It depends on the nature and content of the emails and cellphone data.
3. It's a minor issue that needs to be addressed.
4. It's a serious violation of privacy.
5. It's a very serious violation and should be reported immediately.

Case 4. Karine's team leader sees her excitement about a new project. He pulls her aside and says, "You seem really excited about this new opportunity. I can make sure you're the lead on this, but I'd like something from you in return." He smiles and touches her arm lightly.

1. Completely normal workplace situation, nothing to be concerned about.
2. Mildly inappropriate behavior, but not necessarily cause for concern.
3. Inappropriate behaviour that could potentially lead to harassment.
4. Highly inappropriate behaviour that should be reported immediately.
5. Very serious behaviour that requires immediate intervention.

Case 5. Mohira is getting ready to go home after a long day at work. Her boss, Diyor, comes to her and says she needs to make a complete presentation about a project she hasn't seen before because it has never been assigned to her before. He wants it for a meeting early the next day. Diyor says in a serious tone, "You have to prove you can work well with the team and handle urgent tasks. If not, maybe this job isn't right for you."

1. This is a routine workplace situation that should not raise any red flags.
2. This leadership style could potentially lead to burnout and work-related stress.
3. This behavior is mildly inappropriate, but it's just indicative of a controlling leadership style.
4. This behavior is highly inappropriate and potentially abusive, and HR should be notified.
5. The behavior is extremely serious and law enforcement may need to be involved.

Case 6. During a busy day at the office, two colleagues, Vahan and Arpine, begin to argue about a project. They start shouting at each other in the middle of the office, attracting the attention of everyone around them.

1. This is a routine workplace situation that should not raise any red flags.
2. This behavior is mildly inappropriate but could be a result of workplace stress.
3. This behavior is inappropriate and could potentially lead to a toxic work environment.
4. This behavior is highly inappropriate and should be addressed by HR.
5. This behavior is extremely serious and may require immediate intervention to prevent further escalation.

B. What is not violence and harassment?

5. ACTIVITY: What situations can we think of?

Think of two different cases and describe them below.

1. A situation that could be considered violence and harassment:
2. A situation that can be considered an "uncomfortable" situation but is acceptable and should not be considered violence and harassment:

Now, go to the Guide, under section **“How can Violence and Harassment manifest itself?”**, to see more examples of behaviours that can be included in each type of violence and harassment.

6. ACTIVITY: What are the causes of violence and harassment?

Carefully read the case that was assigned to your group.

Identify possibly root causes that could lead to such a situation.

Case 1: Diana is a junior marketing associate at a large legal firm. Her direct supervisor, Sevak, often makes inappropriate comments about her appearance and personal life. Despite Diana's explicit discomfort, Sevak continues to make these comments, often in front of other colleagues, who either laugh along or remain silent. The company's upper management has a history of overlooking such behavior, and there are no clear channels for reporting harassment. The company's culture values aggressive competition and has a predominantly male leadership team, which fosters an environment where sexist behavior is normalized.

Structural and Social Causes:

Personal and Behavioural causes:

Case 2: Ahmed works in a high-pressure sales environment where meeting targets is the top priority. His manager, Gayane, frequently uses aggressive tactics to motivate the team, including public shaming for not meeting sales goals. Ahmed is often subjected to derogatory remarks about his ethnicity and religion during these meetings. The constant stress and lack of a supportive environment take a toll on Ahmed's mental health, and he starts to dread going to work. The company has no effective mechanisms for conflict resolution, and employees are discouraged from speaking out against management.

Structural and Social Causes:

Personal and Behavioural causes:

7. ACTIVITY: How do violence and harassment impact us in different levels?

Read the case studies and, for each one, write down how you believe the situation could affect individuals, companies, and society.

Case 1. During a routine interaction, a client becomes aggressive and physically assaults a customer service representative.

Impact on individuals	Impact on the company	Impact on society

Case 2. After being terminated, an upset employee starts insulting the manager in front of other staff members.

Impact on individuals	Impact on the company	Impact on society

Case 3. After a long and exhausting work day, a colleague offers a cup of tea to another one.

Impact on individuals	Impact on the company	Impact on society

Case 4. A supervisor courteously offers guidance to an employee regarding areas for professional development.

Impact on individuals	Impact on the company	Impact on society

8. ACTIVITY: Why take action against violence and harassment at work?

Imagine you are talking to an employer to convince them to take action against violence and harassment in the workplace. What arguments would you use to persuade them? Provide three compelling reasons why taking action is necessary.

1.

2.

3.

Now, come up with three consequences of not implementing an effective strategy to prevent and eradicate violence and harassment at work. What potential negative outcomes could the company face?

1.

2.

3.

Gather in pairs and play the role of an inspector who is trying to convince an employer on the need to take action. Then, switch roles.

9. ACTIVITY: How will people react?

Discuss potential reactions to addressing violence in harassment across different levels of the organization—such as workers, supervisors, managers.... In the following sections include possible reactions:

Against: Individuals or groups likely to oppose the policy. These are the ones who may resist the change, possibly because they disagree with the policy, fear it might threaten their status or feel that the policy is unnecessary.

Neutral: Those who appear indifferent or unaffected by the policy. They neither support nor oppose the changes. Their stance might be due to a lack of information, disinterest, or a belief that the policy will not impact them directly.

In Favor: Those who are likely to support the policy. This includes those who understand and agree with the importance of addressing violence and harassment, and who are likely to be allies in implementing and upholding the policy.

In this table write examples of individuals who you think could respond in any of the three ways.

Against	Neutral	In favor

10. ACTIVITY: What is an effective system to address violence and harassment?

Think of the companies you usually visit. Revise the following elements and for each one of them, indicate if those companies never have them in place, if they sometimes have them in place or if they always have them in place.

Element	Description	EVALUATION		
		Never	Sometimes	Always
Committee	A dedicated group or team within the organization responsible for overseeing and coordinating efforts to address workplace safety and well-being, including policies and initiatives related to preventing and responding to violence and harassment.			
Policy	A formal document outlining the organization's stance and commitment to preventing and addressing violence and harassment in the workplace. It defines prohibited behaviors, reporting procedures, support services available, and consequences for violations.			
Reporting system	A procedure within an organization that allows employees to report incidents of violence, harassment, or other concerns in a confidential manner, with clear steps for resolution.			
Communication	Clear and consistent dissemination of information related to the organization's policy, procedures, and support services regarding violence and harassment. This includes ensuring employees know how to report incidents and where to seek assistance.			
Training	Educational sessions provided to employees, managers, and supervisors to raise awareness about violence and harassment, including how to recognize, prevent, and respond to such incidents effectively.			
Monitoring	Ongoing assessment of the workplace environment to identify and track incidents of violence and harassment, analyse trends, and evaluate the effectiveness of preventive measures.			

11. ACTIVITY: What are some of the difficulties in detecting violence and harassment?

Take a look at the cases that were assigned to your group in activity “Are there examples of violence and Harassment” . In your group, discuss the following:

- What **challenges** would you encounter as a labour inspector when gathering and collecting information about violence and harassment in the workplace?
- What **typical obstacles** might you face when evaluating if a workplace provides a safe environment free from violence and harassment?

C. What are corrective actions?

12. ACTIVITY: How can we create a scale of severity?

Discuss examples of offenses and determine appropriate sanctions based on their severity and the progression of disciplinary action. Use the table provided to fill in the sanctions for each offense, considering the progression of disciplinary action over repeated occurrences. Determine the sanction for the 1st, 2nd, 3rd, and 4th time the offense is committed.

	Examples	1st time	2nd time	3rd time	4th time
Minor offense					
Serious offense					
Very serious offense					

Revise the cases from the activity **“Are there varying degrees of severity?”** and define where in the table you would locate them and what kind of sanction you would implement in each case.

D. What is discrimination?

13. ACTIVITY: Have you ever been discriminated?

Do you agree or disagree with the following statements?

1. I have never been discriminated at work.

☐ I agree

☐ I disagree

2. In a job interview I have been asked if I had children or if I was planning on having more children.

☐ I agree

☐ I disagree

3. When my son or daughter is sick it is me who takes the time off from work and who takes him or her to the doctor.

☐ I agree

☐ I disagree

4. If my family-in-laws have been sick, and they have needed support it has been me taking the time off from work to take them to the doctor.

☐ I agree

☐ I disagree

5. I am the sole breadwinner of my family.

☐ I agree

☐ I disagree

6. I have received comments regarding my looks and how I dress at work.

☐ I agree

☐ I disagree

7. In my organization there are more female workers in administrative jobs and more male in technical or field posts.

☐ I agree

☐ I disagree

8. When I was a child, I was given a doll for my birthday at least once.

☐ I agree

☐ I disagree

9. When I was a child, I was given a soccer ball for my birthday at least once.

☐ I agree

☐ I disagree

14. ACTIVITY: What is discrimination at work?

How would you define “discrimination at work”?

How does the ILO define discrimination at work?

Can men be discriminated, or does discrimination only refer to women?

Must a person intend to discriminate for their behaviour to be considered discrimination?

15. ACTIVITY: Are there any exceptions to the general rule of non-discrimination?

Read each of the statements provided below and indicate whether you believe these situations are discrimination or not.

1. A security company only hires men.
☐ It's discriminatory ☐ It's not discriminatory
2. A restaurant only hires women to clean the women's restrooms.
☐ It's discriminatory ☐ It's not discriminatory
3. A pregnant woman is not allowed to work in agriculture.
☐ It's discriminatory ☐ It's not discriminatory
4. Women are not allowed to work night shifts.
☐ It's discriminatory ☐ It's not discriminatory
5. Only men are hired for underground jobs, such as mining.
☐ It's discriminatory ☐ It's not discriminatory
6. A taxi company hires only men drivers to reduce risks.
☐ It's discriminatory ☐ It's not discriminatory
7. Men with family responsibilities are considered more likely to stay longer at the company.
☐ It's discriminatory ☐ It's not discriminatory
8. During an interview, a woman is asked if she plans to have children.
☐ It's discriminatory ☐ It's not discriminatory
9. A job application requires a picture.
☐ It's discriminatory ☐ It's not discriminatory

Now let's think over these questions together:

- How can we determine if it is *really* an inherent job requirement?
- Could an inherent job requirement cover an entire sector?
- Can discriminatory measures be disguised under the idea of protection?
- Can these protections vary based on geography and time periods?

16. ACTIVITY: Are these examples of discrimination?

Read the following cases in your workgroups and identify whether there is discrimination or not. Use the table to make your comments, and:

- Determine if it is a case of direct or indirect discrimination,
- Identify what the factual element is,
- Identify what the objective outcome is.

		Direct or indirect	Factual element	Objective outcome
1	The law states that women cannot work in certain sectors of the economy.			
2	A department in a company organizes team meetings outside of working hours.			
3	An advertisement states that only men can apply for the position.			
4	An advertisement specifies the height and stature required for applicants.			
5	The job requires flexible travel availability.			

6	A pregnant woman cannot apply pesticides.			
7	A job advertisement values skills and experiences related to family responsibilities.			
8	A job advertisement seeks young and attractive women for a receptionist position.			
9	A specific marital status is required for a job.			

17. ACTIVITY: When is it a case of violence? When is it a case of discrimination? When is it both?

In your groups, read the following situations and for each one, decide if it's a case of discrimination, violence and harassment (V&H), both discrimination and violence and harassment, neither discrimination nor violence and harassment.

	Situation	Discrimination	V&H	Both	Neither
1	Spreading rumors about an employee.				
2	Refusing to promote someone because of their ethnicity.				
3	Posting discriminatory content about a coworker online.				
4	Discussing workload distribution to improve team efficiency in a meeting.				
5	Unwanted sexual advances or propositions at work.				
6	Making homophobic comments towards a coworker.				
7	An employee is promoted over another due to their longer tenure and greater experience.				
8	Not allowing an employee to participate in a project because of their nationality.				
9	Only assigning men to travel assignments.				
10	Verbally abusing an employee for their religious attire.				
11	Some employees feel they are being given more work than others.				
12	Inappropriate physical contact at the workplace.				
13	A company has a dress code that applies to all employees.				
14	Constantly belittling or criticizing a colleague in meetings.				
15	Mocking an employee's disability and threatening them.				
16	Excluding an employee from team meetings because of a disability.				
17	Discriminatory graffiti in the workplace.				
18	Rejecting an internal job application due to race.				
19	Sending threatening messages to a coworker.				
20	Two colleagues argue over discrepancies in a project without personal attacks.				

18. ACTIVITY: Why don't people talk about their experiences with violence and harassment?

Let's go back to one of the first cases we worked with: the case of Zarina.

Narine is a 30-year-old saleswoman working at Trendy Designs Co. She has been with the company for a few months. In her third week, Aram, a senior colleague, invited Narine for coffee after work. She said no because she was busy. Aram often made her uncomfortable by touching her hand and back when they were in meetings. He kept inviting her for coffee every week, even though she always declined politely.

One evening, Narine stayed late at the office, and Aram was also there. When leaving, Aram offered to drive her home. She accepted because she felt unsafe taking the bus late at night. Instead of going straight to her house as she indicated, Aram drove to a lookout spot.

Narine felt scared and anxious. Aram tried to hug her and said, "I think you also feel the same way about me." Narine was too shocked to respond and started crying.

Since that incident, she has been feeling guilty for not knowing how to respond to his advances.

In your groups, let's get to know her a bit better. Discuss within your groups the following questions:

- What might Zarina feel in this situation?
- What might she say to others and what might she keep to herself?
- How do you believe Zarina will react to the situation of violence and harassment? Would she report the incident?

Now, based on what you have discussed think of some reasons why people who have experienced violence and harassment at work might be reluctant to speak about it?

E. National Legislation and Convention NO. 190

19. ACTIVITY: How aligned is domestic legislation with ILO Convention no. 190?

In the next activity we will analyze and compare the provisions of Convention No. 190 with the corresponding national legislation to identify similarities, differences, and areas for improvement in addressing violence and harassment in the workplace.

Article 1 DEFINITION OF VIOLENCE AND HARASSMENT

1. For the purpose of this Convention:

- a) *the term “**violence and harassment**” in the world of work refers to a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and includes gender-based violence and harassment;*
- b) *the term “**gender-based violence and harassment**” means violence and harassment directed at persons because of their sex or gender, or affecting persons of a particular sex or gender disproportionately, and includes sexual harassment.*

1. How does the definition of violence and harassment in Article 1 of Convention No. 190 compare to the definition provided in your national legislation?
2. Are there any key elements present in one definition that are missing in the other?

Article 2 SCOPE OF APPLICATION: PROTECTED WORKERS

*The Convention protects **workers and other persons in the world of work**, including employees as defined by national law and practice, as well as persons working irrespective of their contractual status, persons in training, including interns and apprentices, workers whose employment has been terminated, volunteers, jobseekers and job applicants, and individuals exercising the authority, duties or responsibilities of an employer.*

This Convention applies to all sectors, whether private or public, both in the formal and informal economy, and whether in urban or rural areas.

1. Are there specific groups or contexts that are protected under Convention No. 190 but not mentioned in your national legislation?
2. Does your national legislation apply to both public and private sectors, and cover urban and rural areas?

Article 3 SCOPE OF APPLICATION: CONTEXT AND SITUATION

This Convention applies to violence and harassment in the world of work occurring in the course of, linked with or arising out of work:

- (a) in the workplace, including public and private spaces where they are a place of work;*
- (b) in places where the worker is paid, takes a rest break or a meal, or uses sanitary, washing and changing facilities;*
- (c) during work-related trips, travel, training, events or social activities;*
- (d) through work-related communications, including those enabled by information and communication technologies;*
- (e) in employer-provided accommodation; and*
- (f) when commuting to and from work.*

1. How does this compare to the contexts covered by your national legislation?
2. Are there any contexts mentioned in Article 3 that are not addressed by your national legislation?

Article 6 RIGHT TO EQUALITY

Each Member shall adopt laws, regulations and policies ensuring the right to equality and non-discrimination in employment and occupation, including for women workers, as well as for workers and other persons belonging to one or more vulnerable groups or groups in situations of vulnerability that are disproportionately affected by violence and harassment in the world of work.

1. How does the legal framework in your national legislation ensure the right to equality and non-discrimination in employment and occupation compared to Article 6 of Convention No. 190?
2. Does your national legislation explicitly include protections for women workers and other vulnerable groups?

F. Interviewing workers

20. ACTIVITY: What types of questions can be used?

Use this space to take notes on the different types of questions that can be used to interview workers.

21. ACTIVITY: What questions can we ask workers?

Imagine that you were to create an interview template to use when interviewing workers. Think of different possible questions for each of the sections. If you want, you can add other sections.

***Tool 7: Designing the interview guide**

Questions on general assessment of the working environment:	
1	
2	
3	

Questions on specific cases of violence and harassment	
A	General Information and Context
1	
2	
3	

B	Witnesses and Evidence
1	
2	
3	

C	Emotional and Personal Impact
1	
2	
3	

D	Previous Interactions and Workplace Environment
1	
2	
3	

E	Support and Safety Needs
1	
2	
3	

F	Preventive Measures and Future Actions
1	
2	
3	

22. ACTIVITY: What questions should be avoided?

Complete the following table by stating, for each question, whether they are “appropriate” or “inappropriate” for an interview with a worker. In each case, explain your decision.

	Question	OK	Not OK	Why?
1	Did you flirt with the aggressor?			
2	What were you wearing when it happened?			
3	Do you want to tell me about any situation in particular?			
4	What did you do for it to happen?			
5	Can you describe the incident(s) in as much detail as you feel comfortable?			
6	What is important for me to know?			
7	Were there any people around when this happened?			
8	Is there any evidence or documentation related to the incident(s) that you would like to share?			
9	Why didn't you gather evidence at the time?			
10	Can you provide proof of what happened?			
11	Have you spoken to anyone else about what happened, and if so, how did they respond?			
12	Did anyone else see what happened?			

13	How reliable are the witnesses you mentioned?			
14	Are you sure you're not overreacting?			
15	How did the incident(s) make you feel?			
16	Did you consider the impact of your report on the company?			
17	Have you experienced any changes in your work performance or personal well-being since the incident(s)?			
18	Are you sure it wasn't just a misunderstanding?			
19	Why didn't you fight back or answer?			
20	Do you feel there are aspects of the workplace environment that contributed to the incident(s)?			
21	Why didn't you tell anyone?			
22	What support would you have wanted when it occurred?			
23	Are there any specific accommodations you need to feel safe and supported at work?			
24	Why didn't you handle it on your own?			
25	Did you drink or use drugs that day?			
26	How can the organization help ensure your safety and well-being moving forward?			

23. ACTIVITY: How can we perform an interview?

Team up in groups of 3! In your groups you will perform three role plays in three consecutive rounds.

In each round:

- Participant 1: Acts as a labor inspector conducting an interview.
- Participant 2: Acts as the interviewee.
- Participant 3: Acts as the evaluator, observing and assessing the inspector's interviewing skills.

After each round, rotate roles so that everyone gets a chance to play all three roles.

Only read the part of the case study that corresponds to your assigned role.

Use the following table to evaluate the inspector when you are playing the role of the evaluator:

	EVALUATION		
	Needs improvement	Good	Great
Did the inspector get the worker to speak about their experience?			
Did the inspector use open-ended questions?			
Did the inspector ask about specific incidents?			
Did the inspector address fear of retaliation?			
Did the inspector thank the worker for their time and courage to speak up?			
Did the inspector reinforce that the worker's input is valuable and will help improve the work environment?			
Did the inspector inform the worker of the next steps, including any follow-up actions that will be taken to address the issues they raised?			
Did the inspector provide the worker with contact information in case they need further assistance or want to report additional concerns?			

CASE 1 The construction site

Inspector's Brief:

You are a labour inspector. As part of a campaign to ensure safe and respectful workplaces, you are making inspection visits to construction companies in the area.

You first enter the construction site of "Building Solutions Co." because there is an ongoing project that employs about 30 workers. Among them, there is only one woman working on the site.

Your objective is to find out if all workers, regardless of gender, are experiencing a safe and respectful work environment. You need to ensure that there are no instances of harassment or violence at the workplace.

Interviewee's Brief:

You are Jessica, a 28-year-old construction worker at Building Solutions Co. You have been working at the company for six months and are the only woman on the site.

Before joining Building Solutions Co., you worked at a smaller construction firm where you gained hands-on experience. Despite being the only woman there, you were respected for your skills. You took the job at Building Solutions Co. because it offered better pay and more opportunities for advancement.

Since you started at Building Solutions Co., you have been subjected to frequent harassment by your male colleagues. They often belittle you, saying that women can't handle the physical demands of construction work. They fill your locker with trash almost daily. The locker is in a separate area from the main changing room, which is only for males. This forces you to change in the main office, a situation that is both inconvenient and embarrassing. You have reported the locker issue to your supervisor, but nothing has been done to address it. The supervisor dismisses your concerns and suggests that you are overreacting.

You are afraid to speak out about the harassment because you fear losing your job. You also worry that if your colleagues find out you talked to a labour inspector, the harassment will intensify.

CASE 2 The hospital

Inspector's Brief:

You are a labour inspector. As part of a campaign to ensure safe and respectful workplaces, you are making inspection visits to hospitals in the area.

You first enter the "Central City Hospital" because there have been informal reports of issues related to staff welfare. Among the employees, there is a female nurse who has reported feeling unsafe at work due to harassment from a senior male doctor.

Your objective is to find out if all workers, regardless of their position, are experiencing a safe and respectful work environment. You need to ensure that there are no instances of harassment or violence at the workplace.

Interviewee's Brief:

You are Elena, a 32-year-old nurse at Central City Hospital. You have been working at the hospital for three years and are known for your dedication and compassion towards your patients.

You work in the cardiology department and often have night shifts. Dr. Mitchell is a renowned cardiologist with very good reputation among the staff and patients. Dr. Mitchell often makes suggestive remarks towards you during your shifts together. He comments on your appearance inappropriately and makes you feel uncomfortable. When you are alone with him during night shifts, he sometimes touches you in ways that make you feel uneasy, such as placing his hand on your back or shoulders for extended periods.

You are afraid to report his behavior because he is highly respected, and you fear that no one will believe you. You worry that speaking out will damage your career and that you might face retaliation.

You are constantly anxious during your 24-hour shifts, fearing for your safety. This stress prevents you from resting during your breaks, as you are always on alert in case Dr. Mitchell tries to approach you.

Alternative Interviewee Role: Witness

You are David, a 35-year-old nurse at Central City Hospital. You have been working at the hospital for five years and are well-regarded by your peers for your professionalism and dedication to patient care. Recently, you witnessed incidents involving Dr. John Mitchell, a senior cardiologist, and your colleague, Elena.

You have always valued a respectful and supportive work environment and have participated in various workplace training sessions on harassment and discrimination. You have a good working relationship with Elena, who is a skilled and compassionate nurse.

During a night shift two weeks ago, you observed Dr. Mitchell making suggestive remarks towards Elena while they were alone in the break room. Elena appeared visibly uncomfortable and tried to leave the room quickly. On another occasion, you saw Dr. Mitchell place his hand on Elena's back and shoulders for an extended period while discussing a patient's case. Elena looked distressed but did not say anything.

You have noticed that Elena seems increasingly anxious during her shifts, especially when Dr. Mitchell is around. She avoids being alone with him and appears exhausted, likely because she doesn't rest during her breaks to avoid being in a vulnerable position.

You are deeply concerned for Elena's well-being and believe that she is too afraid to report the harassment herself. You understand the power dynamics at play and worry that if the issue is not addressed, it could escalate further.

You feel a moral obligation to speak up on Elena's behalf but are also aware of the potential risks involved in reporting a well-respected doctor. You fear retaliation or being ostracized by colleagues who admire Dr. Mitchell.

CASE 3 The advertising agency

Inspector's Brief:

You are a labour inspector. As part of a campaign to ensure safe and respectful workplaces, you are making inspection visits to various companies in the area.

You first enter the office of "Creative Minds Media," a leading media and publicity company, because there have been reports of verbal harassment by the Head of the Marketing Department. The company is known for its high performance and substantial earnings, largely attributed to the leadership of Maria Martinez.

Your objective is to determine if the workplace environment is respectful and free from harassment, regardless of the company's financial success.

Interviewee's Brief:

You are Maria Martinez, the 42-year-old Head of the Marketing Department at Creative Minds Media. You have been leading the marketing team for the past seven years, during which time the company has seen significant growth and success.

You believe in pushing your employees to achieve their best and do not tolerate underperformance. You are known for your tough management style, which includes yelling at employees, making harsh comments, and publicly criticizing them for mistakes. You believe this approach is necessary to maintain high standards and meet deadlines.

Despite the complaints, you meet financial objectives and generate substantial revenue for the company. You feel that your management style is justified and should be respected. You believe that if a male boss exhibited the same behavior, it would be seen as strong leadership rather than harassment.

You are frustrated that your actions are being scrutinized by a labour inspector, as you see this as an attack on your ability to lead. You believe that this inspection is a form of gender-based violence against you, rather than acknowledging any potential psychological harm to your employees.

24. ACTIVITY: What quantitative data can we collect?

Read the following quantitative indicators and, for each case, decide if it's data you would find very useful, somewhat useful or not at all useful to better analyze the incidence of violence and harassment happening in a company. In each case, explain your decision.

*Tool 3: ASSESSMENT OF REPORTED CASES TABLE

If you want, you can add more indicators.

	Indicator	Not useful	Somewhat useful	Very useful	Why
1	Data on workforce demographics				
2	Gender Composition in Job Categories				
3	Gender Pay Gap by Job Category				
4	Number of Reported Incidents				
5	Incident Frequency Rate				
6	Number of repeat offenders				
7	Employee turnover rate				
8	Absenteeism rate				
9	Number of grievances filed				
10	Number of disciplinary actions taken				
11	Training participation rate				
12	Employee survey results				
13	Support service utilization				
14	Response time to reports				
15	Gender breakdown of incidents				

25. ACTIVITY: Who should inspectors talk to?

Take a look at the following table, which describes a company's demography. Choose which individuals you will be interviewing. Indicate in the table the number of individuals in each category you have selected.

***Tool 5: CATEGORIES FOR INTERVIEWS TABLE**

***Tool 6: CRITERIA FOR INTERVIEWS CHECKLIST**

	Job category	Total no. in company	Men	Women	Number of interviews		
			% of total	% of total	With men	With women	In total
1	Individual workers	470	42 %	58 %			
2	Worker representatives	15	59 %	41 %			
3	HR managers	5	20 %	80 %			
4	Middle managers	12	86 %	14 %			
5	Top managers	3	100 %	0 %			
TOTAL EMPLOYEES		505					

Now, revise your selection by reflecting, for each of the categories, who specifically should you interview.

For individual workers:

- Receptionist
- Secretary
- Worker in HR Department
- Recruiter
- Sales representant
- Other workers

For the worker representatives:

- Union leader
- Union members
- Health and safety officer

For the HR managers:

- Human resources director

For the middle managers:

- Marketing director
- IT manager
- Legal office director
- Compliance manager

For the top managers:

- Chief executive officer (CEO)
- General manager

You need to select at least 5 of them in total. Which ones would you choose? Why?

G. Helping employers to put in place a policy on violence and harassment

26. ACTIVITY: What should be included in the company's policy?

Read the following violence and harassment at the workplace policy.

***Tool 9: VIOLENCE AND HARASSMENT PREVENTION PROGRESS TRACKER**

***Tool 10: Policy content checklist**

Company policy on violence and harassment at work

1. Every employed person has the right to be treated with dignity and not to suffer violence and harassment in the workplace.
2. The company does not tolerate, in any way, discrimination or harassment in any aspect of our work and/or commercial activity.
3. This Policy is applicable to all people who work at this company.
4. The behaviors that will not be tolerated are:
 - Violence
 - Harassment
5. Any person who is a victim of violence or harassment can personally approach the Talent Management area where they can file a complaint and their case will be resolved.
6. All employees must respect this policy and contribute to its application. They are also responsible for preventing and eradicating this type of behavior, as well as collaborating in clarifying and resolving cases and situations of violence and harassment that may arise.
7. The victim will be protected from any retaliation that she may receive for making the report.

Identify which elements are present in the policy, and which ones are missing by checking with the provided list.

	Component	Description	Does the policy include this component?		
			No	Needs improvement	Yes, fully
1	Commitment	A statement of commitment from senior management.			
2	Definitions	Definitions and examples of various types of violence and harassment at work and unacceptable conduct and behaviours – including physical, psychological and sexual – by internal and third-party perpetrators.			
3	Impact	A short brief on the impact of workplace violence and harassment and how it can adversely affect the workforce and enterprise.			
4	Statement	A statement that no form of violence, discriminatory or harassing conduct towards any worker, manager, client, contractor, or any other person in the workplace will be tolerated and that anyone who engages in such conduct or behaviour will be subject to disciplinary action, including dismissal.			
5	Rights and responsibilities	A summary of the rights and responsibilities of workers and employers in preventing violence and harassment at work.			
6	Proactive steps	A summary of proactive steps taken by the company, including violence and harassment prevention programs and training for managers, supervisors and staff.			
7	Complaint and investigation procedures	Information on complaint and investigation procedures, including the affirmation that all reports and complaints related to violence and harassment will be acted on promptly.			
8	Confidentiality clause	A clause ensuring that investigations will be conducted fairly and all information gathered will be treated in strict confidentiality.			
9	Protection measures	Measures to protect complainants, victims, witnesses and whistle-blowers against victimization or retaliation.			
10	Implementation	How the policy is to be implemented, reviewed and monitored.			

27. ACTIVITY: What does a "zero-tolerance" policy mean?

Revise the following statements and, for each one of them, decide whether you believe it's true or false.

1. A zero-tolerance policy means that all incidents will result in the aggressor's' dismissal of the company.
☐ True ☐ False
2. A zero-tolerance policy for violence and harassment at work means that all incidents must be reported, investigated, and addressed promptly.
☐ True ☐ False
3. Employees are the only responsible for creating a safe and respectful workplace environment.
☐ True ☐ False
4. An effective zero tolerance policy should include clear definitions of prohibited behaviours and examples of unacceptable conduct.
☐ True ☐ False
5. Victims of workplace harassment are always required to confront the perpetrator directly before reporting the incident to HR.
☐ True ☐ False
6. Retaliation against individuals who report incidents of violence or harassment is acceptable under a zero-tolerance policy.
☐ True ☐ False
7. Providing training on recognizing and preventing workplace violence and harassment is not necessary if a zero-tolerance policy is in place.
☐ True ☐ False
8. Zero-tolerance for violence and harassment applies only to interactions between employees, not interactions involving clients, customers, or third parties.
☐ True ☐ False

H. How to have conversations with employers

28. ACTIVITY: What challenges can we encounter?

Complete the following table by coming up with different challenges that you can encounter when approaching employers on the issue of violence and harassment in their companies. Think of reasons that might lead employers not to share or disclose information.

Leave the “strategies” spaces blank to complete in the following activity.

Challenge 1	
Strategy:	
Challenge 2	
Strategy:	
Challenge 3	
Strategy:	
Challenge 4	
Strategy:	

29. ACTIVITY: What strategies can be useful?

Now, go back to the table from the previous activity, and for each of the challenges, come up with a strategy that you could implement to overcome that specific challenge.

Here are some ideas:

- Establish trust
- Use a non-threatening approach
- Provide education
- Highlight positive outcomes
- Focus on prevention
- Address resource concerns
- Encourage a collaborative approach
- Offer training and support

Choose one or two strategies for each challenge and describe how you would put it in practice.

30. ACTIVITY: What questions are appropriate?

Complete the following table by stating, for each question, whether they are “appropriate” or “inappropriate” for an interview with an employer. In each case, explain your decision.

	Question	OK	Not OK	Why?
1	Why haven't you implemented stricter policies on harassment?			
2	Are you aware that your employees might not trust you?			
3	How often is the policy reviewed and updated?			
4	How do you address cultural or organizational factors that may contribute to violence and harassment?			
5	Are you sure your employees feel safe reporting incidents?			
6	What measures are in place to ensure confidentiality for those reporting incidents?			
7	How are victims of violence and harassment supported by the company?			
8	Why haven't you taken action on reported cases sooner?			
9	Why aren't you doing more to support victims?			
10	Why is there still harassment happening in your company?			