



**FAIR  
WEAR  
FOUNDATION**

**BREAKING  
THE SILENCE**

THE FWF VIOLENCE AND HARASSMENT  
PREVENTION PROGRAMME

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Fair Wear Foundation (FWF) is an international multi-stakeholder non-profit organisation that works with clothing companies—and their supply chains—to improve working conditions in the garment industry. By becoming a member of FWF, a company commits to implementing the FWF Code of Labour Practices throughout its supply chain. Currently more than 80 companies have joined FWF.

Fair Wear Foundation strives to increase awareness about working conditions and workers' rights in textile factories. Gender equality and violence prevention is one of FWF's main focuses. For more information, please visit [www.fairwear.org](http://www.fairwear.org).

FWF would like to thank all the factory employees—workers and management—and FWF brands who participated in the Violence and Harassment Prevention Programme and gave their input for this report.

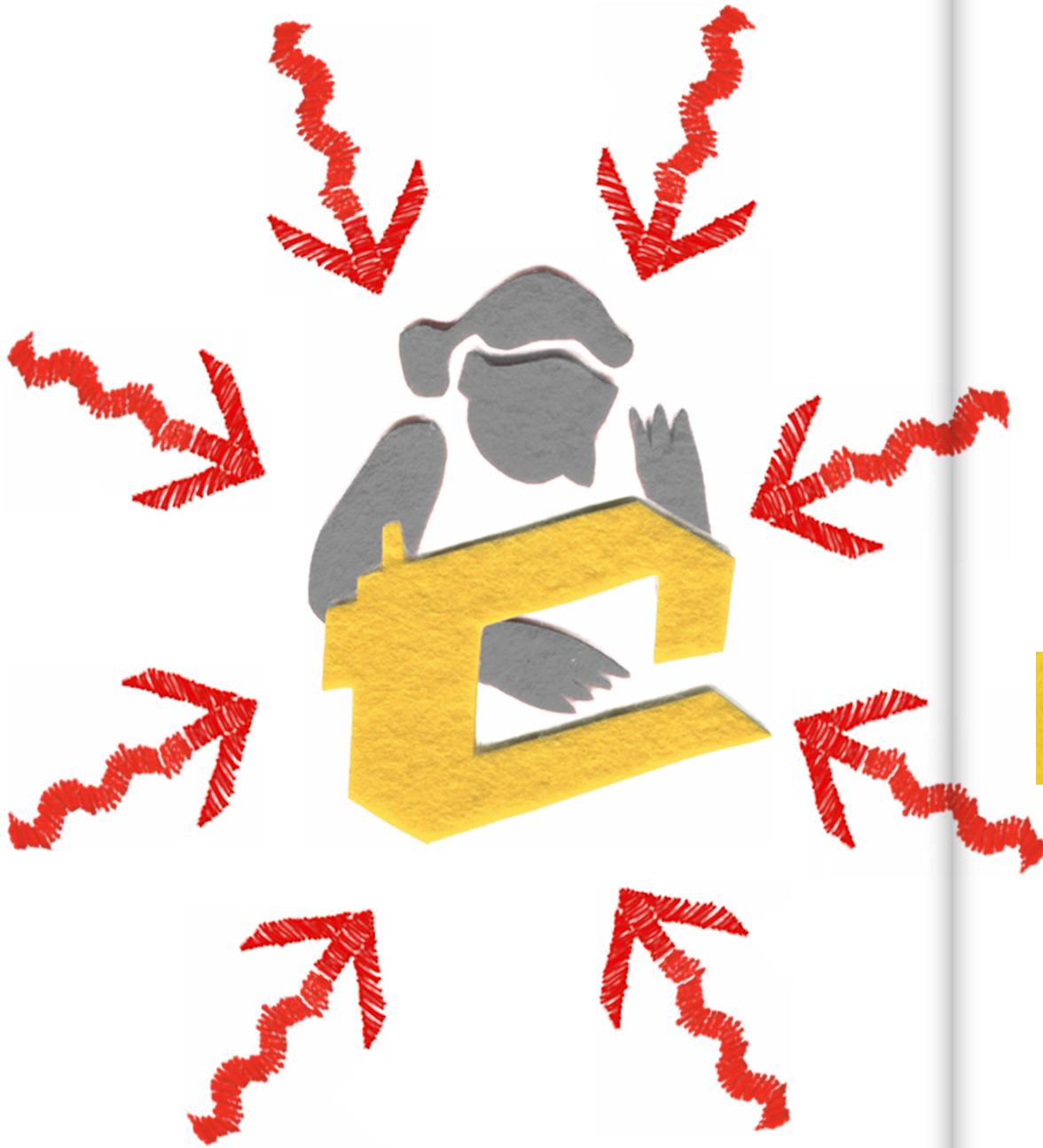
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## VIOLENCE AND HARASSMENT IN THE WORLD OF WORK

Violence and harassment against women and men in the world of work is a prevalent and persistent issue, deeply rooted in unequal structural norms and practices. It is a global issue that affects all occupations and sectors. It is particularly widespread in the garment industry, which employs a high number of women, often in lower-paid, lower-power positions.

In 2012, the FWF Violence and Harassment Prevention Programme was established in India and Bangladesh as part of the FWF Workplace Education Programme (WEP). Recognising the importance of tackling this topic, the United Nations Trust Fund to End Violence against Women and the Dutch Ministry of Foreign Affairs provided FWF with funding and material support to help set up the Violence and Harassment Prevention Programme. Since 2018, FWF member brands also fund a portion of each training programme.

The aim of the Programme is to establish effective systems to address and prevent violence and harassment against women and men in the world of work.

FWF member brands that decide to participate in the Violence and Harassment Prevention Programme request the participation of their supplying garment factories in India and Bangladesh. The workers, supervisors and management receive training, which concludes with the establishment of a functioning Internal Complaints Committee (India) or Anti-Harassment Committee (Bangladesh). Local organisations are crucial to the Programme, as they continue to monitor the committees to ensure that these are functioning. More than 20 FWF members have already enrolled their suppliers in the Programme.

The project, which pilots new workplace procedures, aims to prevent and respond to forms of workplace violence, including verbal and physical abuse, sexual harassment, forced labour and sexual assault. This occurs through the establishment of workplace harassment systems in garment factories. An effective workplace harassment system includes a company policy, a grievance procedure, the support of top management and the involvement of workers through the development of a workplace harassment committee.

### WHY DOES THE PROGRAMME FOCUS ON WOMEN?

This report focuses predominantly on violence and harassment against women and girls because they are disproportionately affected by violence in the world of work. The perpetrators of violence are almost always male.

Women are targeted because of their gender; violence and harassment against women is an expression of dominance over women. Physical, verbal, psychological and sexual violence can be considered gender-based if this stems from unequal power relationships between men and women (WHO, 2009, page 3) or if it is perpetrated against people because they do not conform to socially accepted gender roles (van der Veur et al., 2007, page 43).

Men are also victims of gender-based violence and harassment in the world of work, especially non-gender-conforming men, including those who either are or are perceived to be gay, bisexual or trans (ILO, 2017).

Within this report, the term 'violence and harassment against women and men in the world of work' is used to reflect that most victims of violence and harassment are women, but that male victims also exist. The case studies used throughout the report are indicative of the gendered nature of interpersonal violence in the world of work.

## DEFINING VIOLENCE AND HARASSMENT

Sexual harassment and violence in the workplace is a common global issue—especially for women. However, it is difficult to comprehend the true nature of this issue, in part because there still is no universally accepted definition of violence and harassment in the world of work.

Many of those employed in the garment sector—both workers and management—do not have a clear idea of what constitutes violence and harassment in the world of work. Their definition is often very narrow. 'Most only think of a sexual offence or brutal physical violence', explains Ambalika Roy, a trainer with MARG. 'They don't see verbal abuse or shouting as harassment or violence.' According to Roy, this limited definition is strongly connected to the patriarchal society in which both workers and managers grew up. 'The notion of gender and this being shaped by society rather than birth is not something most of them have heard of before. Because of this, women accept inequality as something natural and inevitable. Similarly, many men see their abusive behaviour as their birth-right; some women even blame themselves for the harassment.'

While internationally recognised bodies, such as the UN and the ILO, have developed definitions that are loosely adopted, every country's legal framework varies greatly in its interpretation of violence and harassment in the workplace. Estimates of the prevalence differs greatly, depending on the definitions that are used and how the information is gathered and interpreted.

## ILO definition of violence in the service sector:

*'Any action, incident or behaviour that departs from reasonable conduct in which a person is assaulted, threatened, harmed, or injured in the course of, or as a direct result of, his or her work'. In 2016, the ILO opted to broaden the 'rubric of violence and harassment' to include a 'continuum of unacceptable behaviours and practices that are likely to result in physical, psychological or sexual harm or suffering'.*

The ILO further defines sexual harassment as a sex-based behaviour that is unwelcome and offensive to the recipient. Sexual harassment may take two forms:

1. **Quid Pro Quo.** When a benefit of a job—such as a pay rise, a promotion, or even continued employment—is made conditional on the victim acceding to demands to engage in some form of sexual behaviour.
2. **Hostile working environment.** Wherein the conduct of the offender creates conditions that are intimidating or humiliating for the victim.

Violence and harassment in the workplace includes not only physical offenses, but also verbal, psychological and sexual aspects. It is a difficult issue to address because it is exceedingly dependant on the socio-economic context and often driven by dynamics operating in the world of work and the greater society, including, but not limited to, power relations, gender norms, cultural and social norms, and discrimination.<sup>1</sup>

<sup>1</sup> ILO, 'Ending violence and harassment', 2017

All workers at my factory understand what constitutes harassment and sexual oppression. Workers tell new workers upon joining and we, as committee members, also inform them. The names of AHC members are displayed on every floor. The helpline number installed by FWF is also quite active and several complaints have been received through it.

Initially, the supervisors and senior members of the production staff resented the AHC at the factory. They could not understand the need for it when they were there to resolve disputes. They discouraged us from fulfilling our tasks, so the AHC remained a mere formality. Their attitude was like, 'let's see what you can do?' It took them some time to understand that they were the problem. This has changed as more supervisors and senior staff members were trained.

We have developed a way to maintain strict confidentiality about complainants. Their names are taken down in the complaint register in a coded form and only members of AHC know how to read it. The way the case is handled is also noted down step-by-step in the register. A hidden investigation is conducted and no decision is reached without strong evidence. Circumstantial evidence is considered as well, since a lack of witnesses is common in cases of sexual harassment. We cross-check what we have been told with others who were around.

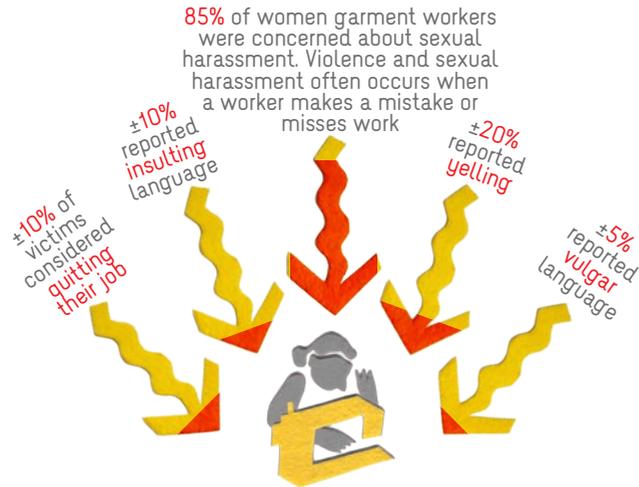
### Anika, Dhaka, Bangladesh

She is the president of AHC and has been a worker in the factory for the past three years

THROUGHOUT THIS REPORT, YOU WILL FIND CASES THAT THE ICC AND AHC HAVE HANDLED. ALL NAMES AND IDENTIFYING CHARACTERISTICS HAVE BEEN CHANGED TO MAINTAIN ANONYMITY. THESE CASES ARE REPRESENTATIVE OF THE TYPICAL SITUATIONS THAT WORKERS—MOSTLY WOMEN—FACE IN THE FACTORIES, AS WELL AS THE DIFFICULTIES IN REMEDIATING THEM.

## A WIDESPREAD PROBLEM

Based on years of fieldwork, experts are convinced that harassment is widespread in the garment industry. Research confirms this:



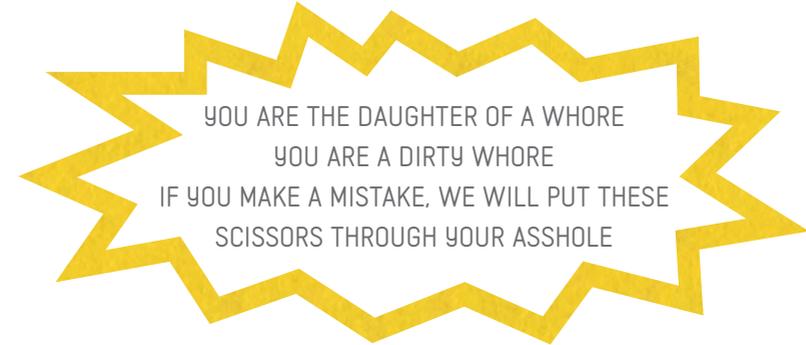
BETTER WORK INDONESIA (2015)

CARE INTERNATIONAL IN CAMBODIA (2016)



Nearly 1 in 3 female garment factory workers reported experiencing sexually harassing behaviour in the workplace in the 12 months prior to the study.

In 2012-2013, as part of the Violence and Harassment Prevention Programme, FWF conducted a baseline survey of 658 women from 35 factories in Bangladesh. Of the women interviewed, 75 per cent said that regular verbal abuse occurred in their factory, most of which was sexually explicit. For example:



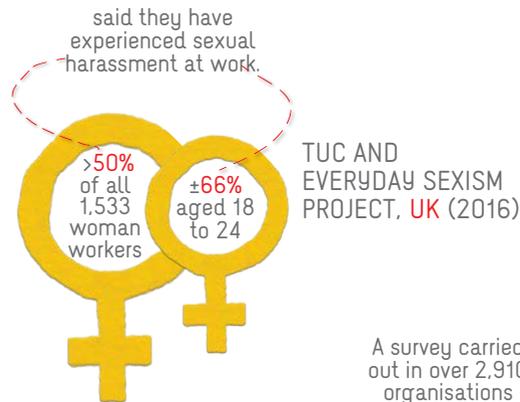
Psychological abuse is subtler; workplace bullies often operate within the established rules and policies of the factories. Twenty-nine per cent of the women interviewed had noticed psychological abuse, such as bullying, targeted demotions or transfers, or being prevented from using the washroom.

A large majority of women garment workers have faced some kind of harassment.

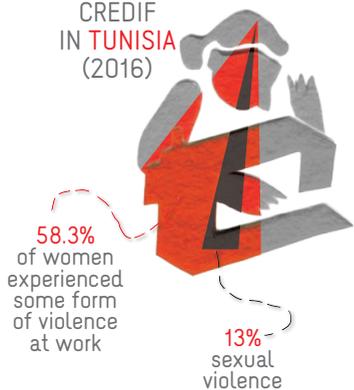
- Suhasini Singh, FWF India country representative

Twenty-three per cent also identified physical abuse in their factory, whether it be slapping, kicking, pinching, pulling hair, pushing etc.

However, many female workers refused to talk about sexual violence and harassment, even though they admitted that it exists in their factories. It was apparent that they did not feel comfortable discussing it with the interviewers. Only one of the respondents mentioned a specific sexual assault, but refused to give details of her story. During the training sessions, workers told the trainers that they did not want to talk about the matter at all; it was so taboo they did not even want to receive training on it.



CREDIF IN TUNISIA (2016)



UGANDA



A survey carried out in over 2,910 organisations indicated that 90% of women had been sexually harassed at work by their male seniors.

## KEEPING QUIET

Sexual violence in general goes largely unreported and this also holds true for violence and harassment in the world of work. Victims face negative repercussions for coming forward—they are often ignored or outright punished. Many face threats and maltreatment from the accused and his supporters<sup>2</sup>

As women in India and Bangladesh gain economic and social independence, society begins to push back. Victims of sexual violence are often accused of inviting assault, because they dress in a 'western' fashion and act provocatively, which could mean something as minor as using public transit after dark.

In countries where a woman's chastity is linked with family honour, to even be a victim of sexual violence can tar a woman's reputation: 'For young women in particular, it is very difficult to say *I have been raped*. It might mean that they cannot get married anymore', explains Stefanie Karl, FWF verification officer.

Many do not recognise 'quid pro quo' as a form of abuse and view the victim as an equal player. Even though a woman was forced to engage in sexual relations, she is labelled as flirtatious and promiscuous.

Because of the social stigma, female workers often find it difficult to disclose their stories to interviewers. They feel more comfortable discussing violence and harassment in abstract terms—incidents that happened to others or harassment in the workplace in general. It can often take considerable time to build sufficient trust between the researcher and the women.

In 2016, as part of the Programme, the FWF research team conducted an assessment to monitor the results to date. Over the course of the Programme, workers reported less physical, verbal, and psychological violence but more sexual violence.

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<sup>2</sup> Human Rights Watch, 2017

The most notable achievement of the Programme so far is that workers have started to speak up. They are more confident and feel empowered. You can see it in their faces.

- Bablur Rahman, FWF Bangladesh representative

Over time, the workers became more familiar with the topic of sexual violence and harassment and began to understand how the workplace harassment committees function. They also began to trust the committee members and the process. This allowed them to open up and discuss what they witnessed or experienced. In the interviews, 17 workers told the interviewers about sexual harassment. Many said that they had personally experienced sexual proposals from managers in exchange for job security or promotion. Other workers said that it was common knowledge that female workers were forced to have sex with managers.

## THE SOUTH ASIAN CONTEXT

In South Asia, violence and harassment has increasingly become a visible issue, particularly within the garment industry. About 27 per cent of Indian women and 43 per cent of Bangladeshi women participate in the overall paid labour force, yet they make up most of garment workers—estimates vary from 60 to 80 per cent, respectively. Many of them are young migrant workers living away from home. Management and supervisory staff are generally men. This makes women garment workers as a group particularly vulnerable to harassment and violence on the work floor.

## BANGLADESH

In Bangladesh, violence and harassment in the workplace is part of a larger problem. It is a society with deeply entrenched patriarchal beliefs and practices that are sometimes harmful to women. According to a recent

report by Action Aid Bangladesh, more than 80 per cent of Bangladeshi women have faced verbal or physical harassment while running errands or commuting by public transport. Most said that they would not report harassment to the police, while two thirds have limited their movement outside their home due to the risk of harassment <sup>3</sup>

In 2009, the Bangladeshi Supreme Court passed a milestone judgement in response to a Public Interest Litigation filed by the Bangladesh National Women Lawyers Association (BNWLA). The judgement defined sexual harassment and laid down directives in the form of recommendations to protect women from sexual harassment in the workplace and in educational institutions. This judgement, while not law, will serve as guidelines until adequate legislation is created. The new definition of sexual harassment not only includes unwelcome physical contact but also verbal remarks and non-verbal gestures. The judgement instructs employers to set up sexual harassment complaint centres in their workplaces and to authorise Anti-Harassment Committees (AHC) to investigate grievances.

The AHC members should be mostly women, with at least two members from outside the organisation, preferably individuals with deep knowledge of gender issues and sexual abuse.

These new Supreme Court guidelines are a step in the right direction, but they do not have the authority of law behind them and are often not enforceable. For example, the guidelines do not have a provision that would protect AHC members against retaliation from company management. Unlike union members, committee members can be appointed by the employer and can be forced to step down. In the early years of the Programme, many committee members did resign, and when questioned, they said they feared losing their jobs.

<sup>3</sup> Manjoo, *Report of the Special Rapporteur on Violence Against Women*, UN General Assembly, 2014.

In the beginning of the programme, both workers and factory management were interviewed about their knowledge, and it was apparent that they did not fully understand the guidelines or how these shaped their rights and responsibilities:

**Our main task in the beginning was to create awareness about the guidelines, awareness that before this was completely lacking.**

**-Nahida Anjum Kona, FWF lead trainer and legal advisor for AWAJ in Bangladesh**

A law would help to address and prevent harassment and violence at the workplace; currently, FWF supports the lobby work of local organisations in Bangladesh, to ensure that the country formalises the guidelines into law.

## INDIA

Violence and harassment against women in India is also systemic, due to strong patriarchal social norms. Women are discriminated against not only 'on the basis of sex, but on other grounds, such as caste, class, ability, sexual orientation, tradition and other realities'<sup>4</sup>. The caste system magnifies conditions of violence and harassment in the workplace. Women working in low-paid work predominantly come from a low caste, while management, most of whom are men, come from a higher caste. This makes it exceedingly difficult for women to confront their abusers.

<sup>4</sup> Ibid.

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 is a legislative act in India that seeks to protect women from sexual harassment at their place of work. It makes it illegal to sexually harass women in the workplace. It outlines the different forms of harassment and how to seek help in event of harassment in the workplace. The Act requires employers to provide education and training programmes and to develop policies against sexual harassment. It also sets provisions for companies (with more than 10 employees) on setting up an Internal Complaints Committee (ICC). ICCs receive and address sexual harassment complaints and have power equal to that of a civil court for gathering evidence. The ICCs should consist of employees from different departments and various levels. There should also be a member from outside the factory, to maintain objectivity.

The law has led to an improved understanding of sexual harassment and the channels for redressal. More victims felt that they could come forward, and the number of reported sexual harassment cases in the workplace rose from 526 in 2014 to 833 in 2015. However, these numbers still do not capture the true extent of the issue; according to a 2017 survey of over 6000 women by the Indian Bar Association, more than 70 per cent of sexual harassment victims did not report their experiences due to fear of repercussions. Furthermore, even though the Act stipulates that there must be an ICC in every factory, often this is not the case. A 2015 survey found that one third of Indian companies had not yet established an ICC; among the companies that had, they had not trained ICC members sufficiently, if at all. Because of the lack of proper monitoring and enforcement of this law, many factories have not bothered to maintain a functioning ICC. Local partners of FWF are advocating for a designated governmental monitoring body.

These legal and policy developments show how India and Bangladesh are working to address violence and harassment in the world of work; however, both countries still face significant challenges in fully imple-

menting the existing laws and legal guidelines, and in shifting the persisting social norms that encourage the continued disregard of victims and their complaints.

### Reyansh, NCR, India

He is a production manager of all the tailoring lines and has been working in the garment industry for 22 years.

Initially, when I was promoted from being a tailor to being a line supervisor, I shouted at the workers if they were not making production targets. My manager also shouted at me, so this is how it worked, though I never used abusive language.

Overall, I have seen that shouting and harassment in garments factories is gradually becoming less. More and more people are educated and literate, so there is more understanding. There did not use to be any committees, so men could say anything to women without any action being taken.

It still happens, but it is more likely at larger factories and factories where the owners hardly come by and leave all affairs to a manager. Here, the owners are approachable; they regularly come to the factory floor. So, if I would shout to workers, I know the owners would find out about it.

But I don't shout anymore. I have learnt that workers are more productive if you explain things to them nicely. And here, if the targets are not realistic, we can speak to the owners and then the targets will be adjusted or more tailors will be hired.

The training was good. We learnt that many things are considered harassment. I knew this, but some workers told me that they did not know before that staring at ladies or saying bad words was also harassment.

# CASE STUDIES

## INDIA

**Case:** A male colleague was interested in a female colleague. She did not return the interest and made that clear. One day, after work he followed her home. At one point, he tried to touch her. This made her very uncomfortable and she took the matter to the ICC.

**FWF action:** The ICC spoke with the complainant; she explained the situation and requested that the ICC ensures he stops. She also asked for an apology. The ICC then spoke to the accused, who agreed with the complaint. The male worker apologised, and said he understood his mistake. The female worker accepted the apology. Both still work at the factory.

## BANGLADESH

**Case:** A male employee often verbally abused a female co-worker. Out of shame and fear, she never protested or told anyone; however, other workers from the same line noticed and brought the situation to the attention of the AHC.

**FWF action:** The AHC president talked to the offender and the complainant, and the allegation proved to be true. The offender was ordered to change his behaviour and was sent to counselling. After the remediation, and his counselling, the offender no longer abused his co-workers.

## INDIA

**Case:** Female workers complained to the FWF complaints handler that one of the supervisors was verbally abusing them and touching them in a sexually inappropriate manner. They stated that many other women workers had similar complaints against him.

**FWF action:** The complaints handler informed the complainant that there is an ICC in the factory and provided the names and contact details of the committee members. The workers complained to the factory's Welfare Officer, who is one of the AHC members. The workers later reported that the Welfare Officer transferred the supervisor to another batch in the same month, with a strict warning that termination from employment would be the next disciplinary action initiated against him if he continued to behave in a similar manner.

## WORKING TOWARDS SOLUTIONS

### ACKNOWLEDGING THE PROBLEM

The first step towards addressing the issue is acknowledging that there is one, but many factory managers struggle with this. During a recent meeting of Indian suppliers, factory management agreed that violence against women in garment factories is an issue in general, but the majority believed it was not an issue in their own factory. Some explained that they have an ICC that has not received any complaints; to them this meant there was no violence or harassment. Furthermore, half of them did not think that frequent shouting and yelling counted as violence.

One supplier of a FWF member took to the stage to give a different opinion: 'Factories are representative of the wider society, and harassment against women is common in society. No matter how strong your policies are, you cannot escape it. It is important to accept that violence and harassment are a problem at your factory.'

### ROLE OF UNIONS

FWF strongly believes in the partnership approach, in which trade unions, factory managers, member brands and civil society—play an equal role in improving labour conditions; this is particularly important when addressing violence and harassment against women and men in the world of work.

Unions are vital in advocating for fair and safe working conditions, but union coverage is still very low in both Bangladesh and India. Through the Programme, FWF hopes to familiarise managers with the idea of workers' self-organising and give workers more voice. Ideally, workplace harassment committees will be a first step toward systematic social dialogue or a vital element of strengthening already existing dialogue structures. Ultimately FWF believes that strong worker representation and functional worker-management dialogue are crucial to protect workers and commit-

tee members who address violence and harassment. As individual workers face power imbalances and possibly retaliation for speaking out, collective action is needed to negotiate better working conditions and a violence-free workplace.

### ROLE OF BRANDS

The continuous involvement of brands has proven to be essential to achieving success, not just with their contribution in initiating projects but also their follow-up through programmes.

### INTERSECTIONALITY OF VIOLENCE

Intersectionality means that there are various linked characteristics of an individual or group—such as race, sexual orientation, class, gender, disability, caste, ethnicity etc.—that interact to mediate or hinder an individual's experience. It is, therefore, impossible to eliminate gender-based violence if we do not also address other labour rights issues. FWF has long recognised these links and has worked to integrate gender into the eight labour standards. Wages, for example have a profound effect on violence and harassment against women. As Jo Morris explains:

'Living wages will not eliminate all discrimination and workplace violence. But decent incomes buy women more ability to say no to dangerous and hostile working conditions. Living wages will not only make women less poor—they will also help to make them safer.'

Read the full article by Jo Morris discussing living wages: ['The intersection with the fight against gender-based violence'](#).

It is imperative that brands recognise their own role in preventing and addressing violence and harassment. Production pressure—including price pressure and lead time pressure—is linked to violence and harassment in several ways; for example, evening overtime hours can make women workers vulnerable to sexual assault, in the factory as well as on the way home. Also, line supervisors who are stressed by high production targets are more likely to verbally abuse the workers. Moreover, if bonuses are linked to production outputs, supervisors might have an easier time requesting sexual favours in exchange for approving targets. 'Brands can influence the production pressure at the factory', states Stephanie Karl. 'If production pressure continues to be unreasonably high, harassment and violence at work cannot be tackled.'

At the same time, trust between the factory management and the brand is necessary for a committee to be successful. This poses a challenge since, like factory management, brands are reluctant to accept that harassment takes place in their supply chains. Many brands have a policy of terminating relationships with suppliers where violence or harassment is detected. As a consequence, many factories are wary of penalisation for being open and honest about issues. At a supplier conference in India, several managers admitted that their committees had received complaints, but they did not want to put them on record because they feared reprisal from the brands.

However, brands participating in the Programme have become aware that even though they may not have heard of specific cases, sexual violence is a prevalent, but hidden phenomenon, present to some degree in every workplace.

As one FWF member brand explained: 'We know from country studies that sexual harassment is common in workplaces such as garment factories. As a result of the risk assessment, we decided to take action in the form of prevention, even though we are not aware of any actual harassment in any of our workplaces in India.'

This proactive approach, as well as commitment to long-term sourcing relationships, is an important step in preventing harassment and uncovering and addressing violence in the workplace.

However, even when the brand is committed, the supplier still faces difficulties. Many brands only purchase a small amount of the factories' production, and so they often cannot cover the full costs of creating change. As one factory manager explains, 'Being compliant costs money, but the FWF member brand offers us business for only about eight months per year. The other brands we produce for care more about low prices than labour conditions. I have lost one brand as a client because of my increasing costs.' Despite this, many factories recognise the value in a safer and healthier workplace: this factory manager went on to say, 'But it is their loss. I see this as a challenge, to get better business.'

## FWF VIOLENCE AND HARASSMENT PREVENTION PROGRAMME

Since 2012, FWF has provided training to factories supplying FWF member brands in Bangladesh and India. This module, as part of the FWF [WEP](#), focuses specifically on the prevention of violence and harassment against women and men in the world of work and the establishment of workplace harassment committees.

There are many differences in the garment industries in these two countries. There are approximately four million people working in the Bangladesh garment sector. Rapid industry growth in the last decades brought significant changes in the geographical concentration of the industrial units—as industrial units became much larger, they moved from the inner city to the perimeters of Dhaka and Chittagong. Factories in Bangladesh

When the company announced that the ICC would be formed, I ran in the election. The main reason that I chose to run is that I feel harassed at home, and strongly feel that the company should be a safe place. I live alone with my husband, since our only daughter was married. He is a drunk, who does not work and keeps asking me for money. We have a debt of over 110000 rupees (€1400). I have to do everything at home. I cook before I leave for work in the morning. When I reach home at 8pm, I fetch water from the public taps, I cook again, I clean and do the laundry. I sleep at around midnight, but often I am not able to sleep, because my husband keeps harassing me.

There are many female workers in a similar home situation. When we are at work, we all want to leave our home problems at home. We keep busy and keep talking about other things to forget about it. What happens at home, it is a shame. The culture is just so. When we were growing up, and some boys or men were sitting on the street, we were told to cross the road to avoid them. We would not go where the boys were playing. Girls cannot go out, but they are sometimes shown to dozens of men to find a groom. It makes them feel bad. There is always competition between men and women. When we need new shoes, our husband would claim the right to buy new shoes first.

Our ICC has not received any complaints yet. But we keep meeting to learn about harassment and abuse. In this training, we have learnt that we can even work against vulgar language and teasing. I want to ensure that what we learn here will be implemented outside the factory too. It has to be done, and it can be done.

**Priya, Tirupur, India**

She is an ICC member and worker in the checking department.

are very large, with an average factory having 3000 workers. Because of the country's relatively small size, Bangladesh garment factories are located quite close to each other.

The Indian garment sector employs an estimated eight million workers. Geographically, garment production is mainly concentrated in hubs such as Tamil Nadu, Delhi/National Capital Region, and Bangalore. Factory size is comparatively small: a middle-sized factory has approximately 300-500 workers.

These variances have led to differences in how the Programme is organised and run in each country.

	BANGLADESH	INDIA
FACTORIES TRAINED	40	38
WORKERS TRAINED	2710	2400
SUPERVISORS TRAINED	2069	152
MANAGERS TRAINED	168	114
COMMITTEES FORMED	35	37

## BASELINE ASSESSMENT

Before conducting a training, the FWF team carries out a baseline assessment to identify the specific training needs in the factory. The workers and management fill out a semi-structured questionnaire, which covers the FWF eight labour standards and questions about violence and harassment in their workplace. It asks them if they have witnessed or experienced verbal, psychological, physical or sexual abuse, who the perpetrators were and how incidents are/were addressed. The survey also investigates the skills and knowledge of the management and workers

in addressing violence and harassment in their workplace. If the factory already has a workplace harassment committee, the baseline study assesses its performance. The trainers also interview workers outside of the factory to maintain anonymity.

FWF does not share the results of individual assessments with the FWF member; this helps the trainers operate in an environment of trust and gain the support of factory management.

## TRAINING

Each separate training programme—for managers, supervisors and for workers—begins with a video about FWF and the Code of Labour Practices, and is conducted by FWF trainers who are either employees of local partners or who receive intensive training from local partners.

Next, trainers initiate a light-hearted discussion about the concept of gender versus sex. For example, trainers ask what toys participants would give boys and girls or what professions they would imagine for men and women. Afterwards, the trainers explain what harassment and violence in the world of work is and provide instruction on internal and external grievance mechanisms. Participants also explore effective communication, leadership, and teamwork through games.

In one game, participants have to make a drawing based on unclear instructions, and in another, they have to move around a room as a group, blindfolded and without talking. This part of the training is designed to emphasise why it is better to communicate with repeated, calm and interactive instructions than hasty and rude instructions.

Games are an effective way of conveying a message; they make it easier to break the ice and get the participants to engage enthusiastically and vocally. At a recent training in Tirupur in South India, both line supervisors

and HR managers responded very enthusiastically to the activities. 'This is the first time I experienced a training like this', said one line supervisor. 'It was fun, and I will definitely implement this at work. I will calmly explain to the workers how to do their production, and explain it two or three times if needed.'

### TRAINING FACTORY MANAGERS AND SUPERVISORS

Managers and supervisors receive separate training in a half-day session. The focus lies on retraining—teaching how to manage people respectfully and fairly—and on self-reflection—how their own behaviour and supervisory style can lead to an abusive atmosphere. At least half of all line supervisors, or one supervisor from each department, must participate, and someone from the HR or CSR department should also attend. The Programme also highly encourages the factory CEO to be present. Support from the CEO can contribute to the long-term success of the committee by showing the factory's commitment to tackling the issue.

IN BANGLADESH, BECAUSE OF THE LARGE FACTORY SIZE, THE MANAGERS OF SEVERAL FACTORIES ARE TRAINED TOGETHER, WHILE SUPERVISORS RECEIVE THEIR OWN TRAINING.

IN INDIA, MANAGEMENT AND SUPERVISORS ARE TRAINED TOGETHER, SEPARATE FROM THE WORKERS.

### FACTORY COMMITMENT TO PRIORITISE TRAINING

A training session for workers takes a minimum of five hours. In some cases, factory management does not allot the necessary time for a proper session. During a recent training in Tirupur, factory management said that because of production pressure they could only give workers half the necessary time off. In other factories, management claimed they could not schedule regular training sessions due to frequent production changes.

Securing the time for training has been an ongoing issue, and FWF and its partners are addressing it on a case-by-case basis.

## TRAINING WORKERS

Workers are trained in a full-day session with a maximum of 30 workers per session. The goal is to not only inform but also to encourage a shift in attitude. Workers often do not know what constitutes harassment or violence in the workplace, or what they can do when they witness or experience it.

In the training, workers discuss gender, types of harassment and grievance systems through games, exercises and role play; this variation in training methods keeps things interesting and makes it easier for the workers to open up and discuss sensitive issues.

Participating workers are representative of the workers on the shop floor. The contact person from the factory is asked to send a few workers from each department as well as a mix of permanent, contract workers and workers working on piece rate. While the training is specifically oriented towards women workers, a good mix of male and female workers is encouraged during the training, keeping in mind the proportion of male-female workers in the factory.

## SENSITIVITY

The Programme's discussions and roleplay scenarios mirror conversations that are unfolding nationally and internationally—it is imperative that these matters are also addressed in the workplace. The Programme is a transformative space for discussion on sensitive topics—but for this to be productive, the trainer must be equipped to handle conversations about sexual harassment and violence in a genuine and thoughtful manner. Participants come from diverse backgrounds, and some may have been victimised in the past. Discussing these topics in public, with their peers, can be traumatising and trigger a negative reaction. Not all workers are willing or able to discuss the issues in such a setting, or in the time frame of the Programme—this is understandable. While the trainers cannot foresee all possible areas of conflict, they do come prepared with strategies to foster good, respectful discussions.

In India, FWF has piloted a separate supervisor programme in addition to the Violence and Harassment Prevention Programme. The training focuses on improving working relations between line supervisors and workers, and on training women workers with skills to become supervisors. You can learn more about the programme on FWF's website.

## LANGUAGE BARRIERS

In India, language has become a challenge due to the large number of migrant workers. In Tirupur, the trainers and local workers only speak Tamil, but migrant workers from other states do not, particularly those who have just arrived. Migrant workers are highly vulnerable to violence and harassment—they are often considered outsiders, who do not understand or follow local norms. They do not always know how to seek help in abusive situations or understand their rights. If a significant number of migrants speak the same language, it is ideal to find a trainer who can accommodate them.

## FORMING A WORKPLACE HARASSMENT COMMITTEE

Workplace harassment committees listen to grievances from workers who have experienced or witnessed violence or harassment. The committee members keep the grievance cases confidential and work with relevant factory management to ensure that the cases are resolved appropriately.

In India, because of the law, many factories already have an ICC, so it is not necessary to elect one; however, it is often still necessary to train the members and follow up to make it functional.

After the initial training, an ICC (India) or AHC (Bangladesh) is elected and formed. While governmental provisions do not require an election, FWF believes that elections create a greater sense of trust between the workers and committee members.

# CASE STUDIES

## INDIA

**Case:** During an ICC meeting, committee members mentioned that some women workers felt insecure to go back home in the evening after overtime work. The road to their homes was dark as the streetlights were often broken. The factory management had already lodged several complaints to the electricity board but without success so far.

**FWF action:** The committee members requested the police department to patrol the area between 19:00 and 20:00 every day. However, the patrolling was irregular sometimes. The committee members then requested factory management to allot overtime to workers who reside near to one another, so that they can walk together in small groups. Now workers are not scared anymore to walk back home. The factory management ensures that overtime work is not extended beyond 19:00.

## BANGLADESH

**Case:** A production manager often made proposals to female workers asking them to hang out and to spend the night with him. When a complainant refused his propositions, the production manager had her shifted to another floor. She then went to the AHC.

**FWF action:** The AHC investigated the case by speaking with other witnesses and both parties; the allegation was proved. The factory then dismissed the offender.

## BANGLADESH

**Case:** A female employee asked for leave. Her supervisor told her that she could take leave on the condition that she go on a date with him after work. The female worker informed the AHC of the situation.

**FWF action:** The AHC informed a high-level official, who spoke to both the complainant and the accused. After deciding that the case warranted further action, he brought both the complainant and the accused together to discuss the case. The allegations against the accused were found to be grounded; the supervisor was warned not to do this again. The accused apologised to the complainant. Shortly after, the accused submitted a resignation letter and left the factory.

In the early stage of a factory's participation, management do not always welcome elections. In some cases, management refused to let the trainers organise or even observe the election. FWF had to work with management to convince them of the value of democratically run elections.

Workers nominate candidates from their own department. In Bangladesh, most committees include a management staff member who is also elected by workers. In India, FWF recommends not including management, but at times, such as when no woman worker is willing to chair the committee, the ICC might include someone from management.

**THE COMMITTEE MUST BE MADE UP OF AT LEAST 50 PER CENT WOMEN, AND THE PRESIDENT OF THE COMMITTEE IS ALWAYS A WOMAN.**

Each committee also has an external member. Most factories do not yet have a partnership with an external member and so the Programme trainer assumes this role.

The election is held on a workday during working hours and all workers present are encouraged to vote. Following the elections, the Programme trainer holds a half-day training session for the newly formed committee on their tasks and responsibilities.

## PEER-TO-PEER TRAINING

FWF encourages peer-to-peer training. It is an excellent way to reach all the employees in a factory, including those that join the factory later.

In Bangladesh, this has happened systematically since 2015. Factories in Bangladesh average around 3000 employees, making it infeasible to train a high percentage of the workforce. FWF's local partners believe that peer-to-peer training is most effective when it comes to raising awareness about the existing FWF grievance mechanism, including access to the helpline

number and the sexual harassment reporting system. Trainers give every worker in the Programme a booklet and ask him or her to share what he or she has learned with ten other workers and to report back about this.

## POWER RELATIONS BETWEEN MANAGEMENT AND THE COMMITTEES

Workplace harassment committees are a relatively new phenomenon. In countries characterised by ideas of class, status and strict hierarchy, this concept can be a challenge to existing structures. The newly formed committees attempt to carve out space for themselves; meanwhile, the management must relinquish some control to allow that to happen. This often results in an internal power struggle.

Therefore, the Programme must strive to protect the committee members and ensure the long-term sustainability of the committee.

Changing the mindset of employers is a difficult endeavour. The Programme is often the first step towards workers' representation—and when the workers unite and begin to speak out more, this can sometimes be perceived as a threat to top management. Particularly during the investigation and remediation of grievance cases, top management have reported feeling like their power is being challenged. To regain control, they may try to force the most outspoken committee members to step down.

In 2016, FWF decided to take extra steps to protect the committee members. When a committee member resigns from their position, the trainers have a private meeting with this member to discuss the decision. Additionally, FWF has given extra skills training on effective communication to both committee members and factory management. Because of these efforts, no committee member has stepped down due to retaliation or threats in over a year.

Reports about this method reveal its effectiveness: 'They usually talk to even more than ten people', explains Rokeya Rafique Baby, director of Kar-mojibi Nari. 'They often live close to each other in the same residential communities, which makes it easy to conduct peer-to-peer training after work.'

In India, there is less of a need for peer-to-peer training because the factories are usually much smaller, often with less than two hundred employees. It is much easier to train a high percentage of the workers and therefore handing out flyers and stickers to workers in the training is enough to spread knowledge. Peer-to-peer training often happens informally: 'In our lunch break, other workers were already asking us what we were learning', said one worker who recently participated in a training in Tirupur.

### GAINING WORKERS' TRUST

Due to the sensitive nature of sexually-based violence and harassment, many victims choose not to come forward. It takes genuine trust—trust that they will be believed, that their case will be taken seriously, that they will not be further harassed by the perpetrator and his network, that they will not be judged by their community. If a committee does not receive any complaints, it is not necessarily a sign that there is no harassment or violence, but rather a sign that the committees do not have the trust of the workers. Although the number of complaints has increased significantly, including more serious cases, there are still factories where the committees do not receive any complaints.

To combat this issue and to encourage workers to raise complaints with the committee, trainers have taught committee members how to initiate discussions on harassment and violence.

Committee members also learn how to be good listeners and very sensitive safeguards for workers.

**Mohan, Dhaka, Bangladesh**

He is the assistant general manager of a factory

Initially, the seniors (members of management and production staff) were a bit confused. It was accepted wisdom that supervisors needed to shout to get the work done and this was not considered harassment. It had to be explained to them that the workers had refused to work in such an environment. Slowly, the supervisors saw the point of treating workers better, because production actually improved. The first thing we asked them to stop doing was manhandling any worker. An AHC was formed as well.

The supervisors started every sentence to a worker with a term of abuse earlier. This, too, we got them to change. Supervisors were told that reforming their behaviour would lead to a promotion. We set a benchmark for the success of the Programme by choosing to reform a particularly foul-mouthed supervisor. The main thing was to change his view about the whole thing. We succeeded in getting him to change his behaviour. He was eventually even promoted to Assistant Production Manager.

The reactions of supervisors and male workers were hostile to start with: 'What if we rape a member of the AHC?' - this is what some of them said. I called all the workers from the floor where such talk had taken place. I told them that this was unacceptable. They told me that it was said in a 'humorous' way, but I told them this was not a good enough explanation.

We were unable to reform all of the supervisors. Ultimately, we had to let a few of them go. We had to make an example of them for the others to see. At least two of them returned and we let them re-join after they apologised and promised to correct their course.

## VOLUNTARY EMPLOYEE TURNOVER

High worker turnover is a continuous challenge, as trained workers who leave the factory are frequently replaced by untrained workers. New workers are not familiar with the policies and systems at the factory. Committee members also leave, which may lead to a need for new elections and training. It takes time for the new member to gain the trust of the workers. Multiple committee members leaving in a short period of time could greatly impact the committee.

Despite the complications, there is a positive side to high turnover: educated, empowered and skilled workers move on to new factories, where they can teach their new co-workers, and hopefully contribute to the overall improvement of the work environment.

FWF believes in follow-up training, proper factory policies and procedures and peer-to-peer training to ensure that the teachings, skills and ideas are significantly integrated into the workplace and do not depend on specific people.

## FOLLOW UP

After the training and the setup of the workplace harassment committees, the FWF team continues to work with the committees.

These follow-up sessions are to educate the committees on various topics and to give them the necessary skills and knowledge to eventually be able run the committees independently. The trainers use roleplay and test cases to familiarise the committee members with the work—and trainers are available to give advice on real cases. The trainers use this opportunity to further involve management and teach them to handle complaints without bias.

## ➔ TOPICS COVERED IN THE FOLLOW-UP SESSIONS

- How to draft an internal policy on violence and harassment
- How to work and communicate with management
- How to negotiate
- How to actively communicate with workers about the internal system
- The relevant laws
- The rights of the complainant and the accused
- How to respect the privacy of both parties
- How to document complaints
- How to conduct a proper investigation
- When and how to reach out for help
- Remediation process
- Possible solutions

FWF has found that it usually takes at least a year for committee members to gain sufficient confidence and support from workers and management. During this period, the committee functions but is still very vulnerable.

Less than a year of FWF follow-up is often not enough to make the committees independent from our support. It is an empowerment process. We usually spend at least a year to help the committees become functional. Then workers start to have the confidence to complain.

**Lisa Süss, FWF India coordinator**

Following a year or so of further training, workers can usually recognise when behaviour is harassment or discrimination. They begin to file complaints with the committee, but others still choose to call the FWF helpline.

Earlier, the workers were spoken to in a harsh manner; they were often abused, but now there is some awareness. Some strictness on the part of supervisors has to be done to meet the production target in time, but abusive language is not necessary.

Before I became an AHC member, I was ignorant about many issues related to harassment. Now I know what can happen if you behave in a certain way. Earlier, I did not know that mere touching could be construed as sexual harassment. But now I know that there are different ways to touch. Others are also learning what is a 'good touch' and what is a 'bad touch'. It has been good for me, and the factory overall.

When we receive complaints, we investigate and discuss them among all committee members, before reaching any decision. If we are unable to solve them, we involve the management which then helps us solve the issue. We never received any false complaints. They are always genuine.

**Aalia**, Dhaka, Bangladesh

She is the secretary of the AHC and has been a quality inspector for 1.5 years.

#### ➔ WHEN IS A WORKPLACE HARASSMENT COMMITTEE FUNCTIONAL?

- The committee has policies and procedures in place
- There are regular meetings that are recorded
- Discussions in the meetings are relevant to GBV or labour rights issues.
- Workers have sufficient knowledge of the committee and of violence and harassment
- Workers file a significant and proportional number of complaints
- The complaints are relevant and contain both minor and serious cases
- Committee has addressed cases in a consistent and proactive manner
- Committee members can explain how they investigate, create an action plan and carry out an action plan
- Committee has clear communication with workers and management
- There is a system to replace committee members in case a member quits

In cases where workers continue to use the FWF helpline, the FWF staff asks if the complainant is willing to have the local ICC or AHC investigate and remediate the complaint. If the complainant agrees, the FWF staff passes the case on to the local committee while still staying involved to ensure that it is handled well. Sometimes the complainant does not want to involve the local committee—which happens more often when the committee is new—and in these cases, the [FWF grievance mechanism](#) handles the complaint.

Even after the follow-up training, there is still a need for FWF and its implementation partners to provide long-term support: high staff turnover; changes in the power dynamics in the factory; new management staff; and even switching production lines can have an impact on the committees' work and their relations with factory management.

Getting a committee up and running can be a lengthy process, even if the brand is supportive and factory management is actively and willingly involved. Many factors can impede or aid the process; it takes consistent commitment, financial, legal and administrative support and time. This process may also go against the local norms on how to deal with interpersonal violence.

## COMPLAINTS HANDLING

When the committees were first set up, they did not receive many complaints. Even the committee members themselves did not believe that the committee would help them to resolve their grievances. The complaints they did receive were often related to technical issues: dirty toilets, broken light bulbs, slippery floor, etc.

Yes, serious complaints have come in, although not as many as we had expected. More often, workers complain about other workers eve teasing them. In those cases, the accused party is invited to the ICC meeting and the committee members try to make him understand what he did was wrong. Often, they were not aware of any wrongdoing and the ICC meeting affects their mindset.

- Mary Viyakula, SAVE India

EVE TEASING IS A COMMON  
EUPHEMISM IN SOUTH ASIA FOR THE  
SEXUAL HARASSMENT OF WOMEN IN  
PUBLIC AREAS.

Over time, workers began to open up and started filing more complaints as they saw concrete results. 'Workers are more confident about the system', points out Suhasini Singh. 'It's only possible because AHC members have created a trustworthy relationship with the workers.' The complaints are also starting to involve more serious issues, which is a reflection of the workers' growing trust in the committees.

Once a committee receives a complaint, either directly or through the external FWF helpline, the next stage is investigation. The external committee members often offer guidance during this phase. The investigators interview the complainant, the accused, co-workers, supervisors and management, and attempt to verify their stories.

After the investigation, they present the findings to the rest of the workplace harassment committee and management. They usually also propose a solution. Management is responsible for carrying out remediation, while the committee members monitor the results. Remediation time varies, depending on the complexity and severity of the cases.

### ➔ POSSIBLE SOLUTIONS

- Accused apologises to the victim
- Accused receives training and counselling
- Issuing a warning to the accused
- Monitoring the accused's behaviour
- Counselling for the victim, usually by co-workers or committee members
- When needed, the victim could sign up with a local shelter for further help
- When applicable, the victim should be checked by a company doctor or local hospital and receive medical care
- Handing the case over to the local police
- Ending the employment contract of the accused.

Many cases are remediated successfully in the FWF Programme, but not all. The hidden nature of sexual harassment makes it difficult to investigate. When investigation does not bring definitive results, it is difficult to convince both the employers and brands to take remedial action. Remediation

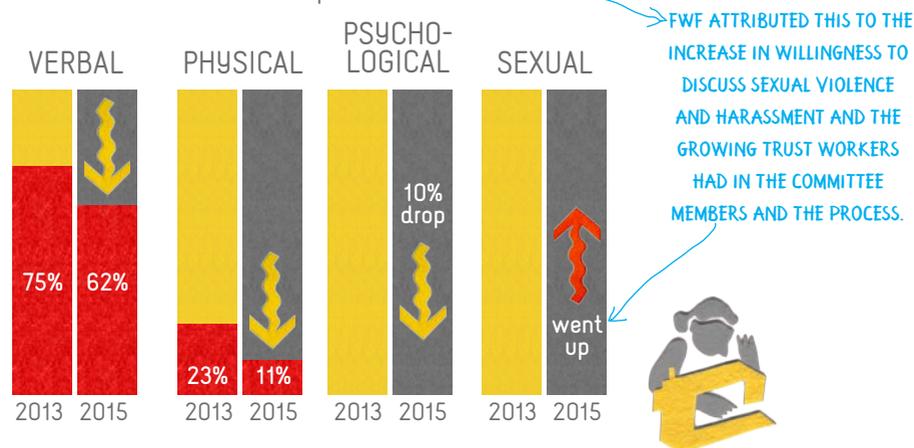
also depends on many factors—education and counselling alone may not be enough to change the behaviour of offenders. With limited legal protection, committee members are also very vulnerable to harassment, which makes it difficult for them to carry out their duties. They become concerned about their own safety and job security.

## PROGRAMME EVALUATION

In 2015, FWF conducted another assessment in the factories in Bangladesh that had participated in the Programme and set up functioning AHCs in 2013. The assessment included 226 workers (194 female and 32 male).

Like the baseline study, FWF gave the workers and management a semi-structured questionnaire. The trainers once again met with a selection of workers in a safe and private location to speak to them in depth about the situation in their factory. Management and supervisors were also interviewed.

When compared to the 2013 baseline study, the number of workers who reported having experienced verbal harassment—mostly sexually explicit—had dropped from 75 per cent to 62 per cent. The number of workers who experienced physical abuse had likewise decreased from 23 per cent to 11 per cent. Also, psychological abuse dropped 10 per cent. Reports on sexual abuse, however, went up.



BANGLADESH (2013 & 2015)

The workers said that the Programme and having a committee contributed to a reduction in violence and harassment. 'Verbal and physical abuse are, to a certain extent, easily visible in the workplace. If supervisors felt that they are being watched by the committees, they stop this behaviour', one worker explained.

SAVE's Mary Viyakula witnessed a similar effect: 'In factories where the Programme was being carried out, yelling at women, particularly using sexually-explicit words, on the work floor has reduced.'

## BEYOND THE FACTORY GATES

It can be challenging to change the mindset of people within the factory when this mindset reflects the social environment. At the same time, there is anecdotal evidence that the trainings have had some effect on the daily lives of workers, even outside of the factory.

'I was heartened to hear the story of one worker in Bangladesh who said that the Programme had changed her life', said Juliette Li. 'She feels more confident in interacting with her family and male relatives, and is even better able to express her opinions and debate them.'

Another worker from India told Suhasini Singh that the Programme had encouraged her to take up an issue at home. She had found out that a neighbourhood boy had peeped through the window to see her daughter bathing. She explained that normally she would have remained quiet, as the fact that the girl was seen naked is perceived as a matter of shame. But because of the Programme, she decided to scold the boy and speak to his parents.

Societal norms about gender roles are evolving. As more and more women enter the workforce, they become independent and autonomous, with increasing freedom to speak and act on their own behalf, and on the behalf of the safety and well-being of others.

## DO BETTER WORKING CONDITIONS IMPROVE PRODUCTIVITY?

A safe working environment adds to the well-being and happiness of its workers, which is also good for business. A comprehensive research study by Better Work found a direct link between better working conditions and higher profits. An in-depth look at garment factories in Vietnam revealed that improved conditions led to a 25 per cent increase in productivity.

A CARE study in Cambodia concluded that sexual harassment costs the garment industry an estimated USD \$89 million per year. This includes the turnover costs of workers leaving the factory due to harassment, absenteeism costs, and the costs of low productivity due to workers feeling upset after having been harassed.

The FWF Violence and Harassment Prevention Programme contributes to safe and dignified working environments, meaning more productive factories and more profitable companies—everyone benefits: consumers, brands, managers, and most importantly, the workers.

We have seen managers becoming convinced of the benefits once the committees are functional. Once a case is solved properly, it acts like a road map to guide the factory when addressing future issues, and helps them in preventing new issues. It also fosters good communication between workers and supervisors, which allows them to resolve issues internally. This improves the overall atmosphere of the factory.

**Juliette Li, FWF country management coordinator**

## Ananya, Tirupur, India

She is an ICC member and has been a tailor in the garment industry for 1.5 years

I am from Assam, in the northeast of India. I was married at the age of 11. My daughter is now 12 and my son is 15 years old—he will go to college soon. My husband is a farmer. We had some financial difficulties but in the village, there are not many jobs, so I stayed home. A friend of mine from Assam told me about this factory. She was already working here as a tailor and said I could also come. As my children are older now, I felt I could leave them with my in-laws and go out to work. My parents and siblings also live close by, as we are all from the same village. We often speak on the phone.

It took almost four days by train to come here. My friend has meanwhile gone back to Assam, but I stayed. I like the work and enjoy living with friends. Me and other women from Assam and other states live in a company hostel. The company also sends a bus to take us to work and back. I feel completely safe in my hostel.

What makes me the happiest is that I have learnt a lot here. Not just stitching, but also about all the committees in the factory. I had already joined the canteen committee, and now also the ICC.

The men should not touch the women at work. If this happens, we can take it up with our management to solve the issue. This work is very important and this is why I want to be part of it. Some women might be too embarrassed to talk when something happens to them, but we have to encourage them to talk. Only when they talk, can the issue be solved.

## NEXT STEPS

The Programme in India and Bangladesh has progressed significantly since its inception, and the interim results have been promising. Feedback from the trainers and workers show that the overall work atmosphere in participating factories has improved. They report that there is a decrease in physical and verbal violence, with many recipients saying that the perpetrators have found new ways to communicate with the workers. Furthermore, there is a culture of increased openness and understanding about sexual-based violence; more and more victims feel comfortable reporting the acts against them, and believe that the committee and factory will treat their case justly. This culture has extended beyond the factory—armed with the knowledge and capabilities, workers are demanding the same level of safety and equality in their home-life as well. They also express an overall boost in confidence in their daily lives outside the factory.

But there are still many barriers and many setbacks; as all involved parties agree, combatting sexual harassment in South Asia will be a long-term process.

The process of setting up committees is both time-consuming and labour intensive—when local and international laws are enacted, this strongly supports committee work and eases the burden on the factories and the Programme. It ensures the legitimacy of the committees. Therefore, it is imperative that violence and harassment against women and men in the world of work is high in the agenda of legislators, union leaders, civil society activists and businesses. FWF supports local partners and stakeholders in their efforts to advocate for improved national legislation.

Likewise, brands need to make long-term commitments to acknowledge and tackle the issue together with their suppliers. This includes adapting sourcing practices that might increase production pressure. FWF will continue to educate its member brands about their role in preventing and

addressing violence and harassment. FWF will also engage with other international organisations to actively share lessons learned and advocate for brand responsibility.

In the long term, a more powerful worker representation system—union representation and collective bargaining—should be put in place. FWF works with local stakeholders to facilitate social dialogues between unions, governments and employers. FWF and its local partners are also constantly working to expand the network of unions, civil society groups, and governments. FWF will continue to strengthen its efforts together with local partners and member brands—to create strong worker representation, brand commitment and robust local networks.



## FWF'S PARTNERS

### ALTERNATIVE MOVEMENT FOR RESOURCES AND FREEDOM SOCIETY (AMRF SOCIETY)

AMRF is based in Dhaka. Its mission is to achieve a fair balance of trade gains among the stakeholders of industrial production systems, for the management bodies, the intermediary parties, and the workers.

[www.amrfd.com](http://www.amrfd.com)

### AWAJ FOUNDATION

AWAJ works on the legal empowerment of RMG workers in Dhaka. AWAJ Foundation pledges to develop a universal platform for workers, especially for women workers.

[www.facebook.com/awajfoundation.org](http://www.facebook.com/awajfoundation.org)

### CIVIDEP

Cividep is a civil society organisation in Bangalore that studies the effects of corporate activities on communities and campaigns with other organisations and individuals for workers' rights and unionisation and corporate accountability.

[www.cividep.org](http://www.cividep.org)

### Multiple Action Research Group (MARG)

MARG is a non-governmental organisation based in New Delhi, India. Since 1985, MARG has been committed to strengthening democracy by undertaking literacy initiatives, particularly with women, industrial workers, and marginalised, indigenous, and deprived communities.

[www.margfoundation.com](http://www.margfoundation.com)

### KARMOJIBI NARI

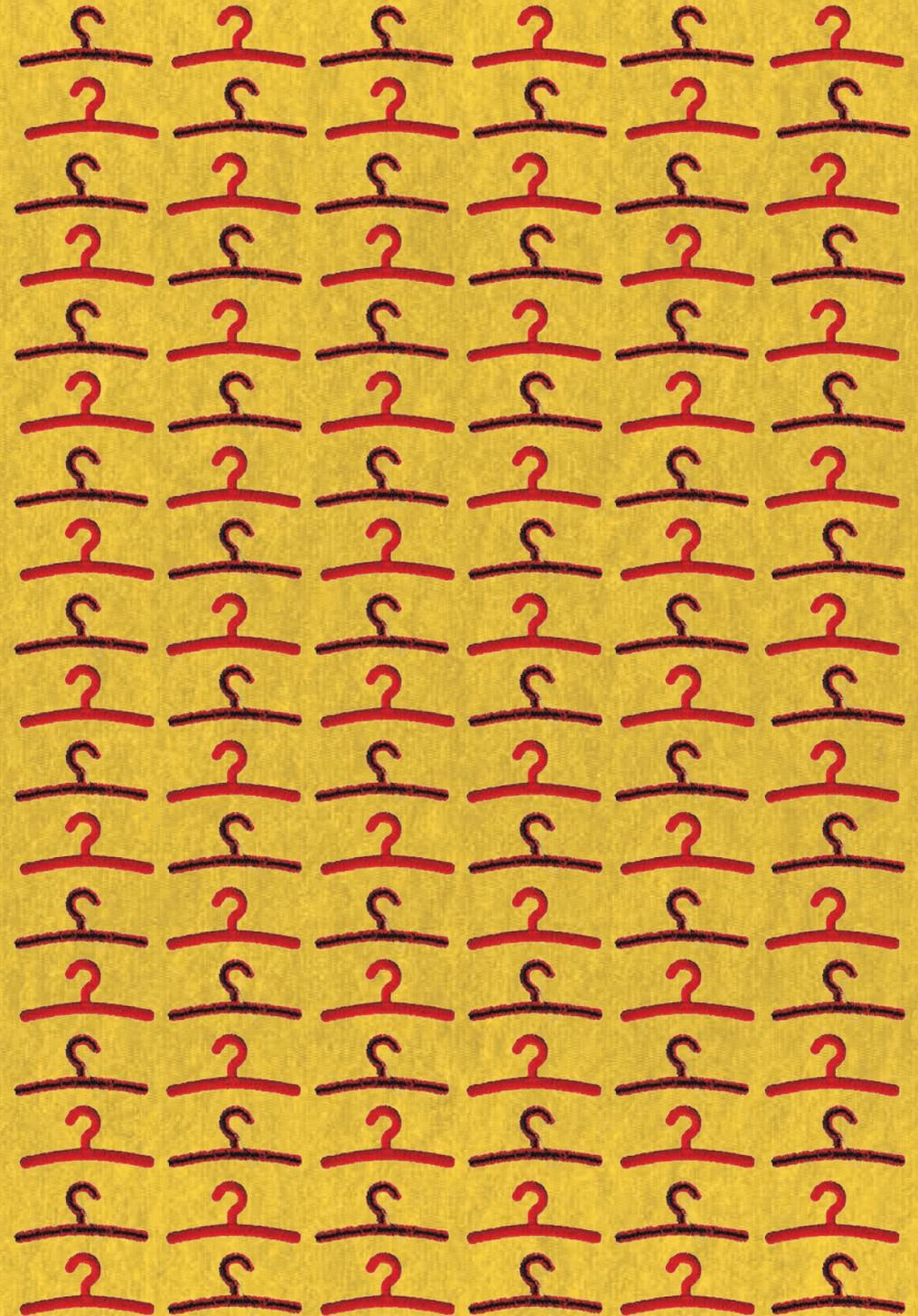
Karmojibi Nari focuses on women's welfare. Specifically, the organisation is dedicated to ensuring the rights, respect and authority of women workers, along with building their power to negotiate.

[www.karmojibinari.org](http://www.karmojibinari.org)

### SOCIAL AWARENESS AND VOLUNTARY EDUCATION (SAVE)

SAVE is a holistic human rights organisation located in Tirupur, India. For 17 years, SAVE has defended the rights of children, women and workers through research, advocacy, education, networking, and skills and capacity building.

[www.savengo.org](http://www.savengo.org)





[WWW.FAIRWEAR.ORG](http://WWW.FAIRWEAR.ORG)