



**WHAT WORKS?
REDUCING SEXUAL HARASSMENT
IN THE WORKPLACE**

A rapid review of evidence



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REDUCING SEXUAL HARASSMENT IN THE WORKPLACE

A RAPID REVIEW OF EVIDENCE

WHY FOCUS ON SEXUAL HARASSMENT IN THE WORKPLACE?

Sexual harassment adversely impacts people and business, it has significant physical and mental health consequences, costs business operations in productivity and efficiency, and can affect the wellbeing of all employees in the workplace. This review draws together insight on promising global approaches to addressing harassment in the workplace. The knowledge, practice, and accountability of employers and industry to workplace health and safety can therefore be based on robust evidence of what works to address this sensitive and pervasive issue.

The evidence shows significant convergence around several themes, including:

- the importance of sustained leadership engagement and commitment;
- broader efforts to prevent sexual harassment by shifting social norms;
- whole of organisation' approaches that include formalised governance approaches and policies, effective complaints mechanisms, and ongoing staff training; and
- embedding organisational approaches in a broader commitment to gender equality.

The table below contextualises the findings from this paper within a whole-systems (ecological) approach, and articulates how leadership can address sexual harassment in the workplace through systemic and sustainable efforts.

| Workplace Norms and Practices | Organisational leadership | Organisational Policies | Community and Stakeholder | Society |
|---|--|--|--|--|
| Organisations have a societal obligation to prevent/address sexual harassment. | Utilise 'whole of organisation' approaches to prevention. | Promote leadership buy-in. | Work with policy makers to develop comprehensive legislation to protect against sexual harassment. | Develop comprehensive trainings. |
| Social movements like #metoo can help organisations contextualise the issue and gain support. | Centre leadership capacity to design prevention approaches. Work with informal leaders to shift organisational norms. | Develop clearly communicated policies. Widely share new workplace policies and practices. | Nurture academic and other partnerships to build needed evidence. | Provide opportunities to build new norms, beliefs, and behaviours. |

These review and recommendations are intended to provide evidence-based principles to guide responses and prevention. Where evidence is lacking, we point to promising practice. Documenting and building on these recommendations and continually reframing best practice approaches will inform greater efforts to improve working conditions globally.

DEFINING SEXUAL HARASSMENT

Sexual harassment is any unwanted, unwelcome, or uninvited behaviour of a sexual nature which could be expected to make a person feel humiliated, intimidated, or offended.¹ Sexual harassment can take many forms including, sexist and sexual hostility, unwanted sexual attention, and sexual coercion.² It is an act of sexual violence that is often unrecognised and underreported, that disproportionately impacts women, and contributes to creating hostile work environments.³ Common elements in definitions of sexual harassment in the workplace are:

1. occurs in the place of work or in a work-related environment;
2. occurs because of the person's sex and/or it is related to or about sex;
3. is unwelcome, unwanted, uninvited, not returned, not mutual; and
4. affects the work environment itself or terms or conditions of employment.²

Sexual harassment in the workplace has high economic, human, and social costs. Harassment creates a toxic workplace and originates from and deepens gender-based discrimination.

ENHANCING WOMEN'S VOICE TO STOP SEXUAL HARASSMENT

CARE's *Enhancing Women's Voice to Stop Sexual Harassment (STOP)* project, aims to prevent sexual harassment against women in garment factories in Laos, Myanmar, and Vietnam, by designing and implementing context specific workplace models and mechanisms. The project builds on the model CARE developed in Cambodia, the Sexual Harassment Prevention Package for Garment Factories which includes a workplace policy, an implementation guide, and multi-media training designed to engage women workers. The STOP project has three objectives:

1. Supporting garment factories to develop effective workplace mechanisms to respond to sexual harassment.
2. Supporting female garment factory workers to feel safe to report sexual harassment, and through engaging with garment factories, to do so free from negative consequences.
3. Strengthening the national regulatory environment of factories to promote laws, policies and mechanisms to address sexual harassment in the workplace.

This review was undertaken to gain and share insight on promising global approaches to addressing harassment in the workplace. It takes up the topic of sexual harassment in the workplace and explores its causes and consequences, outlining promising practice and strategies for mitigation. Drawing together empirical research, grey papers, and programmatic case studies, this paper outlines the most recent evidence and approaches, providing foundational thinking to guide policy and programming.

THE #METOO MOVEMENT

#metoo is a social media movement looking to share and respond to individual instances of sexual harassment. A primary part of the campaign was to highlight the prevalence and scope of sexual harassment, providing opportunities for solidarity around the world. The movement has grown to capture stories from particular industries (#aidtoo #metoomilitary). While confined to social media with a focus on promoting empowerment through empathy (as articulated by founder Tarana Burke), the attention given to sexual harassment through the campaign is resulting in changes to workplace policies and practices.

1 Australian Human Rights Commission (2018) What is Sexual Harassment, <https://www.humanrights.gov.au/our-work/sex-discrimination/guides/sexual-harassment> (viewed on 28 August, 2018)

2 Chung D, Zufferey C & Powell A 2012. Preventing violence against women in the workplace (An evidence review: full report). Victorian Health Promotion Foundation, Melbourne, Australia.

3 Stop Violence Against Women Project, A project of the Advocates for Human Rights, http://www.stopvaw.org/What_is_Sexual_Harassment (viewed on 29 March 2018)

WHAT WORKS TO REDUCE SEXUAL HARASSMENT IN THE WORKPLACE?

A REVIEW OF PROMISING PRACTICE

Any effort aimed at addressing sexual harassment in the workplace must employ a ‘whole of organisation’ approach. Designing a holistic approach to sexual harassment is dependent on strong office policies, including the establishment of comprehensive complaints management and training mechanisms which should aim for broad coverage of workers.⁴ We reviewed multiple models and approaches, and in this section, share promising practice, interventions, and outcomes.

PROMISING PRACTICES:



**SHIFTING
WORKPLACE NORMS**



**ENGAGING
LEADERSHIP**



**DEVELOPING
PROGRESSIVE POLICIES**



**BUILDING SKILLS
& CAPABILITY**

⁴ Gruber J E (1998) ‘The Impact of Male Work Environments and Organizational Policies on Women’s Experiences of Sexual Harassment’, Gender and Society, Vol 12 (3) 301-320.at 316.

PROMISING PRACTICE: SHIFTING WORKPLACE NORMS

Organisational culture is a set of shared assumptions that define appropriate behaviour for various situations.⁵ Workplace culture gives expression to social norms about leadership, office behaviour, and gender, among other things. Addressing sexual harassment in the workplace requires unpacking an organisation's core beliefs, attitudes, and norms. Here's what we know works to change harmful social norms:

- supporting 'champions of change' and other influential individuals and groups to frame positive norm shifts for the broader group;
- dispelling misconceptions and work to shift individual attitudes towards harmful behaviours through positive alternative and co-learning;
- sharing new policies and practice to support universal recognition, enactment, and/or endorsement of new positive behaviours and/or norms;
- prioritising positive feedback (vs. a punitive approach) for behaviour in line with desired norm change; and
- creating spaces for non-standard engagement through strategies to extend norm change beyond people directly involved in a program or impacted by the issue.

Workplace leaders at many levels can play a key role in shifting workplace norms by becoming 'champions of change' and sending a strong message about the types of workplace behaviour that will not be tolerated.

SOCIAL NORMS AND NORMATIVE VIOLENCE

Norms about gender, race, and class influence how individuals see themselves, others, and their respective allocation of power and resources.* Social norms support gender inequality and its expression in sexual harassment and other forms of violence against women through maintaining implicit and explicit rules, beliefs, and expectations.

Moreover, the risk of experiencing sexual harassment is higher for certain people because of their race, class, and/or other identities. Other forms of social, political and historical discrimination intersect with and reinforces factors that normalize violence, including harassment in the workplace, against certain communities and identities.**

Accordingly, any proposed model or approach designed to address harassment in the workplace must critically explore interventions at the individual and systems levels. Such that interventions address inequality and explore the interplay of social norms and other structural factors that make up the workplace ecosystems.

* Fulu, E, Warner, X, Miedema, S, Jewkes, R, Roselli, T & Lang, J 2013a, 'Why Do Some Men Use Violence Against Women and How Can We Prevent It? Quantitative Findings from the United Nations Multi-Country Study on Men and Violence in Asia and the Pacific', UNDP, UNFPA, UN Women and UNV, Bangkok.

** OurWatch (2015) Change the Story: A shared framework for primary prevention of violence against women and their children in Australia, p.33

5 Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 49, 433-458.

PROMISING PRACTICE: ENGAGING LEADERSHIP

Sexual harassment prevention starts with leadership. Preventing harassment in the workplace is closely connected to a proactive stance by organisational leaders to building more gender inclusive spaces.^{6,7,8,9} Strategies for engaging leaders must coexist with broader efforts to create more diverse workplaces, promote women’s leadership, and incorporate a broad set of tools including comprehensive trainings and multifaceted approaches to influencing workplace norms.

Multiple strategies have been proposed to build leadership skill and commitment to preventing sexual harassment in the workplace. Regardless of the approach a workplace introduces, leadership engagement strategies need to understand existing gender norms, leadership norms, and workplace practice. These approaches must also build from leaders’ and organisational readiness and support their development over time.

HIGHLIGHT ON PROMISING PRACTICE:

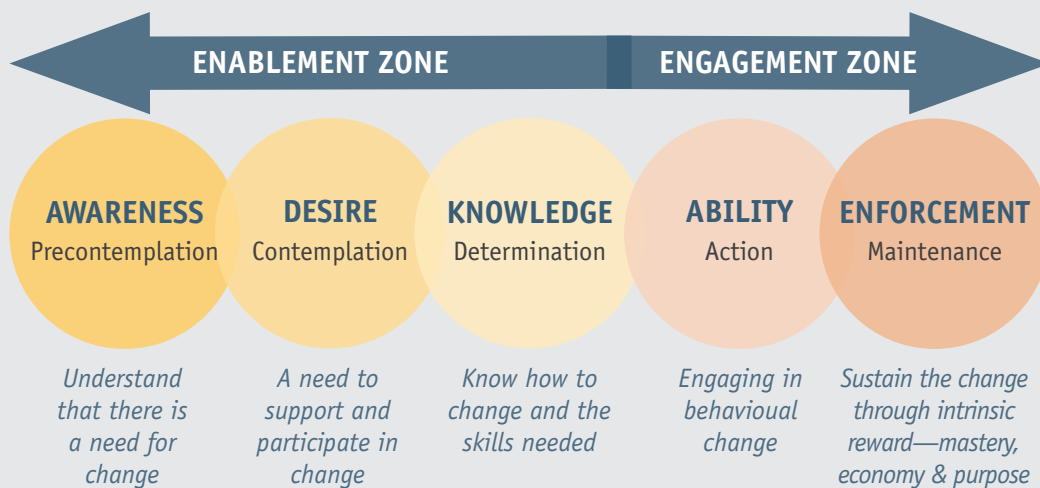
Engaging male leaders through external mechanisms

Working with bodies outside an individual factory to sponsor and support men’s change is one way of engaging male leaders in less threatening entry points, one example may be through industry bodies, or through management training programs. Engaging male leaders effectively should ensure that survivors are adequately supported and not detract from wider efforts to improve the number of women in leadership. Male Champions of Change programs have provided a platform for CEOs to engage in dialogue and shared commitment to improve gender equality in their workplaces.

ASSESSING ORGANISATIONAL READINESS

Selecting the best prevention approach for a workplace requires an assessment of an organisation’s readiness. *Figure 1* describes an organisational change-process from awareness raising to sustaining positive change. Understanding where an organisation is in this process is essential for planning a relevant and achievable program of work.

Figure 1: Organisational change process



*** Powell A, Sandy L and Findling J (2015) Promising Practices in Workplace and Organisational Approaches for the Prevention of Violence Against Women. Report prepared for Our Watch. Melbourne: RMIT University.

- 6 Gruber J E (1998) 'The Impact of Male Work Environments and Organizational Policies on Women's Experiences of Sexual Harassment', *Gender and Society*, Vol 12 (3) 301-320.at 316.
- 7 Hunt C, Davidson, S, Fielden S and Hoel H (2010) 'Reviewing sexual harassment the workplace – an intervention model', *Personnel Review*, Vol. 39, No. 5, pp655-673
- 8 McDonald P, Charlesworth S, Graham T (2015a) 'Developing a framework of effective prevention and response strategies in workplace sexual harassment' *Asia Pacific Journal of Human Resources*, Vol 53, 41-58.
- 9 Australian Human Rights Commission (2008), *Effectively preventing and responding to sexual harassment: A Code of Practice for Employers*, Sydney.

Here are some ways to engage leaders, while gaining buy-in, building capacity, and changing workplace culture and norms:

PROMOTING A NETWORK OF INFORMATION LEADERSHIP

Informal leaders can play a role in building knowledge and perceptions regarding what's appropriate to prevent sexual harassment. For example, a network of workplace advisers can support leaders to build their knowledge and confidence regarding sexual harassment and their power to act against it.¹⁰

WORKPLACE CHAMPIONS

Identifying individual champions or key figures to promote cultures of change and more equitable working conditions.¹¹ Researchers in Australia recommend champions be in leadership and middle management to enlist greater support and buy-in for a given approach. Organisations must ensure the role doesn't fall to one of the few women in positions of leadership.^{12,13}

PARTNERING WITH FEMINIST AND WOMEN'S GROUPS

Work with local women's service providers to develop messaging and test prevention messages with a representative group of employees.¹⁴

MANAGEMENT AND LEADERSHIP COMMITMENT IS ESSENTIAL TO PROMOTING MORE INCLUSIVE CULTURES AND NORMS

The Centre for Workplace Leadership¹⁵ highlights the role of the organisation in creating workplace norms and culture where individuals are empowered to speak out against harmful workplace behaviours. Leaders can foster the following actions to create safer and more inclusive workplaces:

- **Collective responsibility** – Leadership needs to articulate addressing sexual harassment as a collective workplace responsibility, and not the work of women and survivors alone. Maintaining shared responsibility to keep a respectful organisational culture should be communicated via policies and practices.
- **Bystander pledge** – Leadership can promote practices where employees are encouraged to tackle sexual harassment, even when it does not directly impact them, for example signing a pledge to act as an engaged bystander.
- **Consistency** – Leadership should clearly and consistently communicate its stance on sexual harassment prevention and workplace behavioural norms.
- **Education** - Leadership should take the charge of continually educating employees on harmful behaviours and how to be an engaged bystander in an accessible, clear, and non-threatening way.
- **Leading by example** - All levels of management must demonstrate genuine commitment to preventing workplace harassment, including through creating comprehensive reporting mechanism, strengthening policies, building trusting relationships, and personally adhering to workplace norms.
- **Accessible information** - Educational information regarding harassment and incivility should be readily available to all employees.

10 Chung et al (2015). p. 39

11 Powell A, Sandy L and Findling J (2015) Promising Practices in Workplace and Organisational Approaches for the Prevention of Violence Against Women. Report prepared for Our Watch. Melbourne: RMIT University. P. 33

12 Powell et al (2015), p p33-34

13 Powell et al (2015), pp33-34

14 Chung et al (2012) p.41

15 Centre for Workplace Leadership, Participant workbook, unpublished, available on request.

PROMISING PRACTICE: DEVELOPING PROGRESSIVE POLICIES

Sexual harassment policies send clear and explicit message about organisational conduct and values, and positively affect employee behaviour.¹⁶ Informed and consultative policy development processes, clear communication, and strong complaints mechanism work to build knowledge and reduce the prevalence of sexual harassment in the workplace.

BUILDING EMPOWERING POLICIES

The way in which workplace policies are developed will be, in part, influenced by social norms and perceived power relationships between employees and their employer. Policies should be based on empowerment principles. For example, developing policies in consultation with employees may be one opportunity for organisations to build empowering policies and engage the workforce in policy design. Consultative processes result in better policies, as this enhances buy-in at all levels of organisations and promotes an understanding of sexual harassment as a collective concern rather than an individual problem.

CLEAR DEFINITION AND COMMUNICATION OF POLICIES

Strong sexual harassment policies work to define sexual harassment, including explicit language on expected workplace behaviour, identify actions an organisation will take if incidents are reported and sanctions or punishment for those found to have perpetrated harassment. Clear policies when coupled with educational resources and social norms campaigns such as poster or website campaigns promote buy-in and change attitudes toward sexual harassment reporting.¹⁷ Clear communication and launch of sexual harassment policies also promotes widespread awareness and contributes to change efforts. Organisations should work to ensure communication of policy builds in leadership accountability for its implementation and outlines action plans for training.

STRONG COMPLAINTS MANAGEMENT

Complaints management is a cornerstone of sexual harassment policies. Guidance on sexual harassment complaint handling acknowledges the complexity and sensitivities that are often present. These include barriers such as perceptions of adversarial and hostile process, lack of confidentiality, the evidence deficit, risk in terms of isolation and reprisal, and fear of inaction after reporting. To develop more comprehensive approaches, organisations can partner with women's service or feminist organisations to seek content expertise and/or develop complaint and referral pathways.

HIGHLIGHT ON PROMISING PRACTICE:

Setting a strong complaint process

Organisations should work to develop a complaints process that is characterised by:

- flexible entry points,
- procedural fairness,
- monitoring and continuous improvement,
- communication of summarised complaints data,
- safe and appropriate referral pathways to service providers with expertise in sexual harm being identified.

Strong workplace harassment policies can help shape the workplace culture and create safer and more inclusive environments for all employees.

¹⁶ Gruber et al (1998) P. 316.

¹⁷ Chung et al (2012), p. 35

PROMISING PRACTICE: BUILDING SKILLS & CAPABILITY

Sexual harassment training works when part of a holistic approaches aimed at addressing harassment in the workplace. Workplace training can increase employee knowledge and improve attitudes towards sexual harassment. A recent study found, that in US public service, sexual harassment training saw a significant connection between policies and perceived positive outcomes, stating “even the best policy, absent a commitment to training, is unlikely to have the desired workplace outcomes”.¹⁸

CONTEXTUALISED TRAINING WITH UNIVERSAL REACH

Training should be conducted regularly, contextualised to the organisation, and aim to have universal reach. However, reaching everyone does not mean everyone gets the same intervention. Evidence suggests trainings for different communities and groups are needed to ensure relevance across diverse populations. For example, men-only programs may promote honest and reflective discussion among men that challenge socially constructed views of masculinity.¹⁹

CAREFUL CONSIDERATION OF TRAINING CONTENT, DESIGN, AND APPROACH

Developing prevention materials and messages in consultation with local violence-against-women service providers can support organisations in building strong training curriculum. Training should be provided by trainers who are content experts, authentic, and empathetic. For example, the gender of a trainer may be important to create an environment where people are able to participate freely. In design, training should be intensive and provide opportunities for continued engagement, such that participants can address underlying attitudes and build new norms and behaviours. Training that is interactive and participatory can support new norms and shared meanings, while changing attitudes, values, skills, and new ways of relating.

TRAINING APPROACHES

Several approaches have been developed to support workplaces in designing comprehensive harassment prevention trainings, including the following: **Modelling and rehearsal** are useful to clarify misconceptions about sexual harassment, such approaches allow participants to practice interpersonal skills in challenging situations and to learn from observation. Collective and structured exercises in **expressive writing** has been shown to reduce workplace incivility, however assumes a level of literacy that is not universal across settings. **Multi-media based trainings** incorporate educational entertainment where characters model healthy, respectful, or safe behaviours. **Case studies**, which can be used for role play, and are effective in enhancing communication skills and approaches in challenging situations. **Well designed activities** can contribute to reducing underlying prejudice and discrimination by increasing contact between individuals and giving them shared goals for completion during the training period.

HIGHLIGHT ON PROMISING PRACTICE:

Reducing prejudice and discrimination

Contact between groups should meet five ideal conditions to reduce prejudice and discrimination:

- groups should cooperate towards shared goals,
- contact between groups should be enjoyable,
- groups should be of roughly equal status,
- group members should disconfirm each other's negative stereotypes,
- group members should have the potential to become friends.

18 Reese L A and Lendenburg K (2003) 'The Importance of Training on Sexual Harassment Policy Outcomes' Review of Public Personnel Administration, Vol 23(3) 175-191, p. 184

19 Flood M and Holmes S, White Ribbon Series – Preventing Men's Violence Against Women, Publication No. 7, 2013, viewed on 15 April 2018 at https://www.whiteribbon.org.au/wp-content/uploads/2016/10/WRIB_pp_17-18



USING AN ECOLOGICAL MODEL TO DESIGN INTERVENTIONS

The socio-ecological model was central to the development of early violence prevention work, and has become the widely accepted theoretical and programming model by international practitioners addressing violence against women.²¹ As a framework, it centres individuals and considers the various factors that impact on their lives. *Figure 2* shows the concentric circles of an ecological model, illustrating the communal, social, and structural factors that can impact a person’s experience of violence, including sexual harassment.²²

The implication of this framework for organisations is that incorporating multifaceted approaches to addressing violence in the workplace is essential and can have a ripple effect in transforming the experience of employees beyond work.

²⁰ These recommendations should be considered alongside the following study limitations: 1) violence in the workplace is greatly underreported, which impacts our capacity to assess prevalence, and measure the effectiveness of interventions to address it. 2) a substantial proportion of the existing research comes from developed country contexts. However, there is limited evidence available from Mekong countries, and we believe many of the findings, specifically as they relate to social norms, have the capacity to inform strong programming in the region. 3) this review of evidence is rapid, it does not purport to be a comprehensive coverage of all available literature.

²¹ Michau L, Horn J, Bank A, Dutt M and Zimmerman C (2014) ‘Prevention of violence against girls: lessons from practice’ *The Lancet*, Published online November 21, 2014, p.3

²² Michau et al (2014), p.3



Figure 2: CARE’s ecological model to stop sexual harassment in the workplace

Drawing on insights from the promising practices outlined in this review, we adapted the socio-ecological model and reframed it to centre organisations and their commitment to preventing sexual harassment in the workplace. Beginning in the inner most circle, we condensed summaries recommendations as follows:

1. WORKPLACE PRACTICES AND NORMS

Shifting workplace practice and norms requires continued and concerted efforts from leadership. Although the work of changing workplace norms can be slow, organisations can begin the process of norms change through developing comprehensive trainings. Training should be:

- 1.1 Intensive and provide opportunities to address underlying attitudes and build new norms and behaviours.
- 1.2 Universal, contextualised to the organisation and focus on the roles people are expected to play as managers, bystanders, or targets.
- 1.3 Achieving universal reach and providing safe and respectful training environment, training may be tailored to increase engagement of specific cohorts of people.

2. ORGANISATIONAL AND PROGRAM LEADERSHIP

Within the organisation, leadership is critical to developing and supporting workplace approaches to prevent violence against women. Workplaces can enact the following steps to strengthen organisation and leadership engagement:

- 2.1 Employ and train on a 'whole of organisation' approach to ensure systemic prevention and response to sexual harassment.
- 2.2 Consider both personal and organisational motivations for leaders to engage with proposed approaches and models.
- 2.3 Allow leadership to play a strong role in designing prevention approaches, including policy directions, content, systems for supporting the policy, and communications regarding its launch and intended impact.
- 2.4 Identify and work with informal leaders to shift social norms, to reduce tolerance for sexual harassment, to reduce the perceived costs of bystander action, and build safe and respectful workplaces.



3. ORGANISATIONAL STRATEGIES AND POLICIES

Strategies and policies play an important role as an 'institutional signal' if they are appropriately conceived, communicated, monitored, and enforced. In working to develop these signals, organisations should consider the following:

- 3.1 Planning for new policies and strategies to explore existing norms and organisational readiness. Change processes need to start where real and iterative changes to workplace mechanisms can happen.
- 3.2 A policy and process audit can be a useful way to gain leadership's insights and expectations about workplace processes and behaviours. Where policies are non-existent, understanding the mechanisms through which these expectations are set and how they are communicated within workplaces will be important, as will understanding what feedback mechanisms leadership has about their implementation and performance.
- 3.3 Sexual harassment policies serve a range of functions and can evolve over time. Policy content needs to balance best practice and legal obligations with what will be deliverable and be supported by ongoing leadership commitment. Policies should include a good practice complaints function and be clear about objectives, processes, penalties, and include referral pathways to specialist sexual assault services.
- 3.4 Ensure policy builds in leadership accountability for its implementation, outlines action plans for training, and supports messaging about expected norms in the broader workplace environment.

4. COMMUNITY AND STAKEHOLDERS

The community external to the workplace is where social norms are shaped and reinforced. Social norms about sexual harassment are found across people's working and non-working lives. In addition to employees, other key stakeholders operate at this level, including policy makers. Consider the following when thinking about the community and other stakeholders:

- 4.1 Opportunities to work with policy makers and other stakeholder to develop comprehensive legislation to protect against sexual harassment in the workplace.
- 4.2 Academic partnership or other approaches to build rigorous and much needed evidence about what works to prevent sexual harassment in workplace.

5. SOCIETY

Organisations have legal obligations to prevent and/or respond to sexual harassment to avoid liability for injuries sustained at work. Social movements, such as #metoo, or publicity about workplace safety issues and incidents also impact on the markets in which organisations operate. The pending ILO Convention on Violence in the World of Work is an example of international law shifting which will shape society and broader legal obligations in the long term. Consider partnering with policy and movement partners to engage in larger dialogues and identify intersectional and systematic approaches to addressing sexual harassment in the workplace.

POLICY AND PROGRAMMATIC IMPLICATIONS ARISING FROM THIS REVIEW

Actions for policy makers, development actors, industry and government

MEETING POLICY GAPS

The #MeToo campaign has placed sexual harassment and workplace culture on a global stage, and with it brought newfound commitment to identifying promising programmes and policies to change work culture. The rapid review of evidence has identified the following gaps that could be of relevance to policy makers and researchers seeking to prevent and effectively respond to sexual harassment in the workplace:

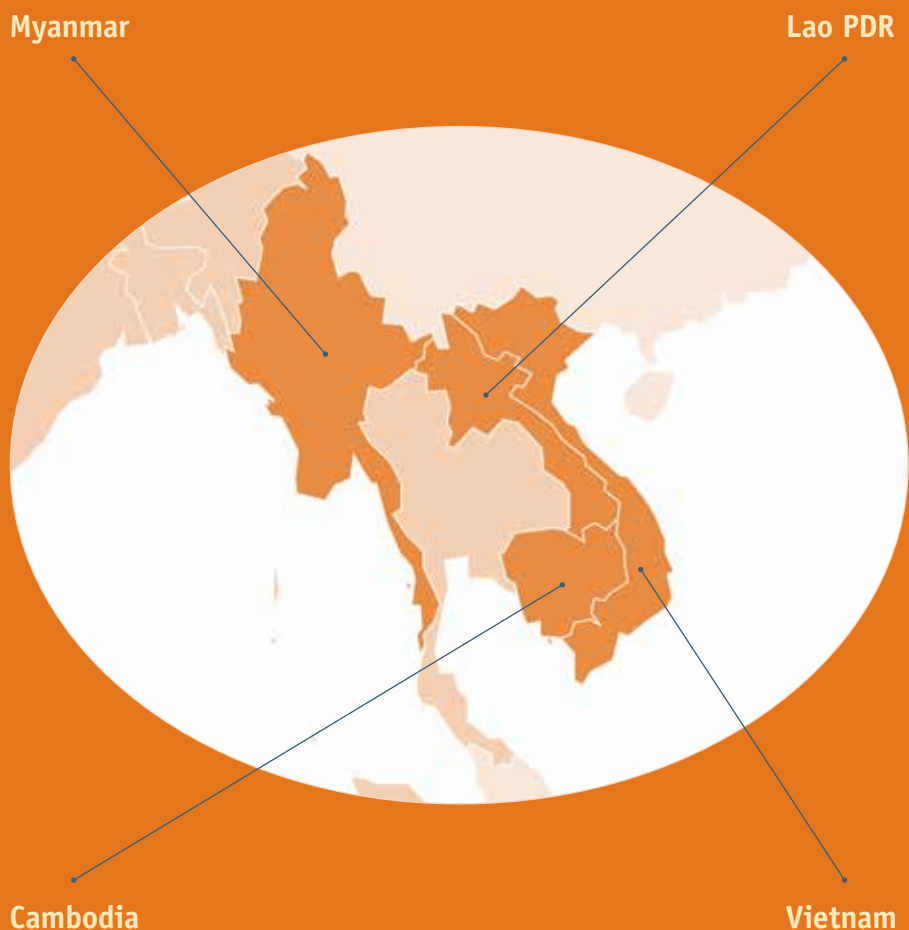
- building evidence on implementation of a sexual harassment policy, its impact, prevalence, and acceptability;
- understanding the extent to which current legal and regulatory requirements are perceived by employees to shift workplace norms;
- assessing the role that employment security and working conditions have on workplace norms about the prevalence and tolerance for sexual and gender harassment;
- evaluating the role of leadership to set and shift workplace culture on sexual harassment, and/or influencing social norms with the broader workforce.

CARE MEETING PROGRAMMING GAPS

- CARE has extensive experience working globally to end violence against women and integrate gender transformative approaches into programming, policy, and practice. Combined with comprehensive work in factory settings, CARE is in a unique position to translate the learning from this review and generate new knowledge on nurturing safer environments for factory workers globally. In particular, CARE is well positioned to fill the following evidence gaps:
- Expanding knowledge on what informs perceptions of sexual harassment, how pervasive it is in a workplace, and conditions in which it is tolerated. Moreover, CARE has an opportunity to document progress and build evidence around programming that facilitates norms change and employee perceptions over time to align with new norms.
- Developing a deeper understanding of bystander approaches in workplaces, such that sexual harassment becomes unacceptable and bystander intervention acceptable.
- Introducing complex and multi-component interventions to transform masculinities, focusing on masculinities in workplace contexts.
- Providing a more comprehensive understanding of what works (rather than of the problem) that draws on experience in garment factories in South East Asia, a notable gap in the research.

This review and recommendations are intended to provide evidence-based design principle to guide work. Documenting and building on these recommendations and continually reframing best practice approaches in the factory context will inform not only CARE's work, but efforts to improve working conditions globally.

ENHANCING WOMEN'S VOICE TO STOP SEXUAL HARASSMENT



CARE is taking forward the findings of this review of evidence in the project *Enhancing Women's Voice to STOP Sexual Harassment*. The project is adapting and developing a package of solutions developed in Cambodia in Laos, Myanmar and Vietnam. The package will provide contextually tailored solutions that respond to findings in the evidence review and experience from implementation in Cambodia. CARE is working with government, industry, unions and civil society in designing appropriate solutions including engaging men as positive bystanders.

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