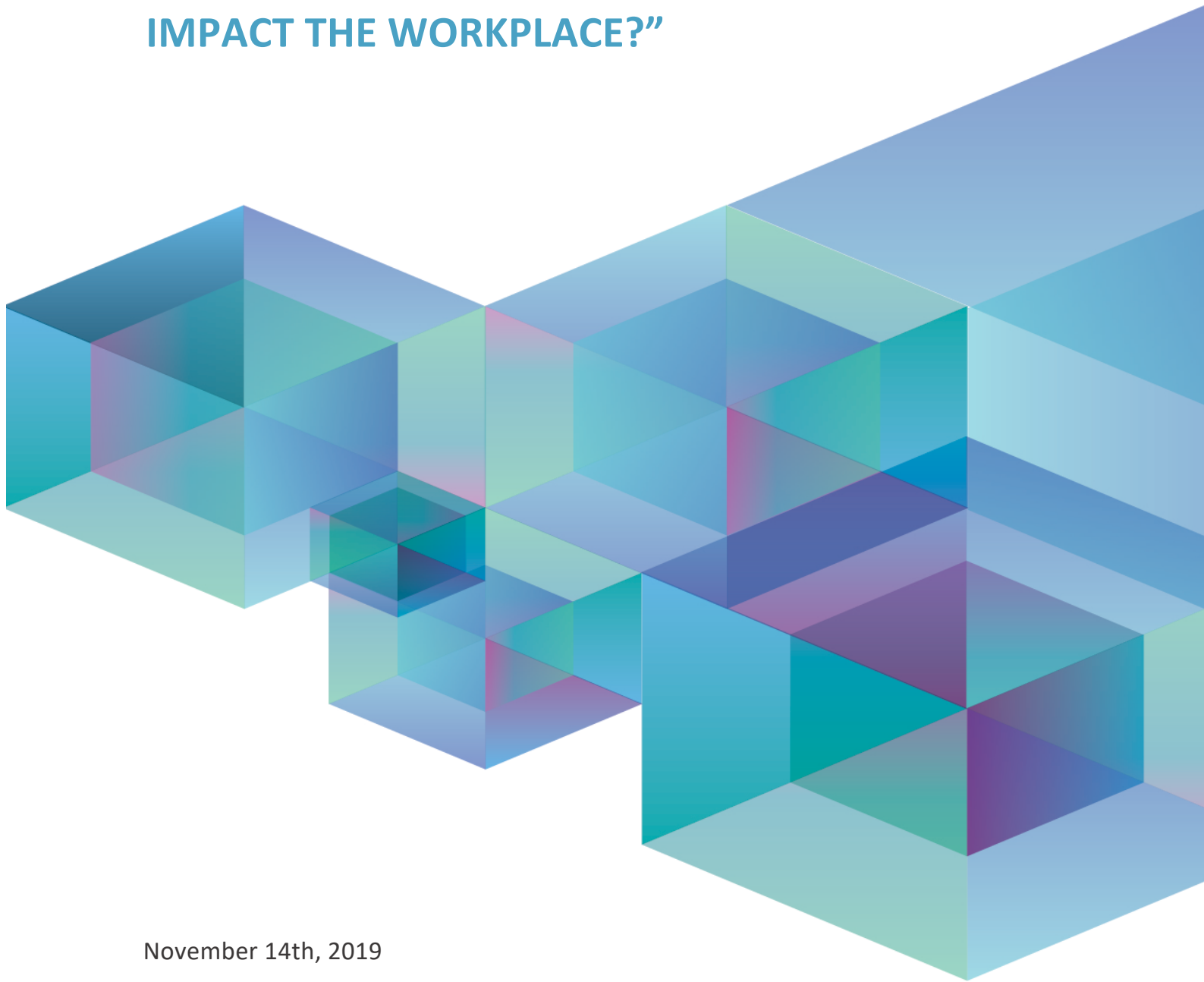


## ‘ONEINTHREEWOMEN’ COMPANIES AND FACE FOUNDATION

# SURVEY HELD IN 6 COMPANIES: “HOW DOES DOMESTIC VIOLENCE IMPACT THE WORKPLACE?”



November 14th, 2019

Jane Pillinger<sup>1</sup>, Audra Bowlus<sup>2</sup>, Barb MacQuarrie<sup>3</sup>, Elena Stancanelli<sup>4</sup>

---

<sup>1</sup> Independent Researcher / Open University, UK

<sup>2</sup> Western University, Canada

<sup>3</sup> Western University, Canada

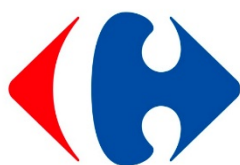
<sup>4</sup> Paris School of Economics and CNRS, France



## PARTICIPATING COMPANIES IN THE STUDY



L'ORÉAL



# CONTENTS

---

SUMMARY .....	III
1. INTRODUCTION.....	1
2. WHY DOMESTIC VIOLENCE IS A WORKPLACE ISSUE: WHAT DO WE ALREADY KNOW? .....	3
3. 'ONEINTHREEWOMEN' SURVEY METHODOLOGY.....	9
4. 'ONEINTHREEWOMEN' SURVEY FINDINGS .....	14
5. CONCLUSIONS AND RECOMMENDATIONS.....	34
REFERENCES.....	38

## SUMMARY

---

Domestic violence impacts on employees and companies in multiple ways. For companies, domestic violence can result in reduced productivity through lateness, absenteeism and the inability to be fully productive on-the-job. It may also hinder the safety and security of workers, co-workers, clients, customers, contractors and anyone else who comes into the workplace.

Across the world an estimated 2 out of 10 full-time female employees are currently victims of domestic violence; around one-third of female employees report that they have ever experienced domestic violence from an intimate partner during their working lives (ILO/UN Women 2019). In the EU, 22% of women have experienced physical and sexual violence by a current or previous partner, 43% have experienced psychological violence by a current or former partner and 18% have experienced stalking by a current or former partner. The European Added Value Assessment has estimated that the annual cost of gender-based violence against women to the EU in 2011 was around €228 billion (1.8% of EU GDP) (European Parliament 2014).

In Europe, there is a growing awareness of the important role that the workplace can play in preventing domestic violence and in supporting employees who are affected by domestic violence. National law and policy in several European countries, and the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention), contain provisions to address this reality.

This report documents the first company employee study of its kind in Europe. It analyses employees' experiences of domestic violence and the impacts for companies. The six companies participating in the survey sent an online survey to over 40,000 employees at sites in six different countries (France, Belgium, Germany, Italy, Spain, UK). To protect the privacy of participating companies and respondents, a global analysis of the employees' survey was conducted, combining responses from all companies.

### *Response rates and survey representativeness*

**6,639 employees responded to the survey, resulting in an overall response rate of 16%.**

This response rate also holds at the company level for most of the companies. A response rate of 16% and a survey sample of 6,639

*“There is a part of me that still feels like I am not a genuine victim and my feelings are unjustified purely because I wasn't physically beaten. However what I will say is that what happened to me spanned around 10 years of my life and had a profound and long lasting effect on me, my heart was physically affected by the stress and anxiety and no doubt the mental effects could last my lifetime.”*

*“In my case domestic violence was not physical (except for some moments), but psychological. I was very young, and it was really hard to recognize and admit that that was also a form of violence. Perhaps we need more awareness about this. It's not just about beating you, it's also about humiliating you, controlling you, gaslighting you and so on. Every woman needs to know it's not ok at all.”*

respondents does not inevitably hinder survey representativeness. However, the sample of respondents that answered the survey does not appear to be globally representative in terms of sex, age, education or position. On average, those that answered the survey appear to be predominantly female, younger, more educated, and more likely to hold a managerial post than the population of employees to whom the survey was addressed. Overall, 74% of respondents were female and 26% were male.

#### *Employees' experiences of domestic violence*

#### **Overall, nearly two in every ten females/other (16%) and 4% of males surveyed reported experiences of current or past domestic violence.**

This rate of reporting on domestic violence is considerably lower than the results reported in other surveys.<sup>5</sup> Low reporting may be due to low awareness of the problem, cultures that perpetuate silence around the issue, or cultural influences that discourage reporting because domestic violence is considered to be a private matter (FRA 2015).

Nevertheless, this survey provides a wealth of illuminating information about how domestic violence may directly or indirectly impact employees – male and female - while at work. This survey also provides valuable insights into how domestic violence may impact the work performance of the co-workers of those experiencing it. Finally, it provides some evidence on employee awareness and use of resources available to help those experiencing domestic violence.

#### *Survey findings: lateness, absenteeism, work performance and presenteeism*

**Overall, over one half (55%) of those who had ever experienced domestic violence reported domestic violence had affected their work in at least one of the three ways - lateness, absenteeism or presenteeism (being less productive). One-quarter (24%) of those who had ever experienced domestic violence had taken time off work because of it. In addition, 16% of those who had ever experienced domestic violence had experienced domestic violence at (or near) their place of work.**

The survey findings clearly indicate that lateness and absenteeism can be issues for those who are experiencing domestic violence or who have experienced it in the past. Overall one-quarter of those reporting domestic violence were late or absent because of domestic violence.

---

<sup>5</sup> The low reporting of domestic violence made the sample size for the analysis of workplace costs of domestic violence decline dramatically. We caution against an attempt to draw a global picture of the costs of domestic violence for European companies based on the survey data.

**One-quarter of respondents who had ever experienced domestic violence (29% of current victims and 17% of past victims) report having been late because of domestic violence.**

- Of those who report being late due to domestic violence, 63% of current victims and 24% of past victims were late in the last 12 months;
- Of those who report being late due to domestic violence in the last 12 months, over a half (52%) of current victims and over one-third (39%) of past victims were late more than five times in the last year.

**Around one-fifth of respondents who had ever experienced domestic violence (22% of current victims and 17% of past victims) report having been absent because of domestic violence.**

- Of those, 50% of current victims and 30% of past victims report absences in the last 12 months; and of those 41% of current and past victims report being absent for more than 5 days in the last year;
- The main reasons given affecting their ability to get to work included psychological control, threats, and injuries, and/or having keys or other work resources hidden. Smaller numbers experienced physical restraint and sexual violence.

The survey findings point to significant effects of domestic violence on employees' work performance:

**Half of respondents who had experienced domestic violence (59% of current victims and 48% of past victims) said their work performance was negatively affected by domestic violence.**

- Being distracted, tired and unwell were the top ways that domestic violence affected work performance;
- Abusive phone calls and texts, abusive messages by email or social media, stalking at or near the workplace, and threats of contacting co-workers were the top ways that domestic violence occurred in the workplace; over 1 in 10 believed that this had also affected the work or their co-workers.
- The survey found effects related to losing a job or fear of losing a job due to domestic violence
- Overall 5% of respondents who had ever experienced domestic violence (8% of current victims and 4% of past victims) report having lost a job due to domestic violence (respondents were only asked if they had ever lost a job due to domestic violence, not if they had ever left a job due to domestic violence, so the actual turnover rate may be higher);
- Overall 30% of respondents who had ever experienced domestic violence (42% of current and 28% of past victims) feared that domestic violence had affected their job performance so much that they might lose their job.

*"Domestic violence is sometimes invisible and leaves no physical marks. I have been verbally abused. Fortunately, I had a lot of family support because at work I do not think I let anything appear."*

*"I experienced this abuse in my first marriage. I suffered for three years with two small children then found the strength to get out!! Best decision ever!! Would advise anyone I same position to get out!! We deserve so much more and always deserve to be happy!! Not your fault it's always the abuser."*

#### *Survey findings: effects of co-worker domestic violence on own work*

**Over one in ten respondents (13% of males and 16% of females/others) knew of a co-worker who had experienced domestic violence and many noticed one or more warning signs.**

- Among those, two in ten (around 20%) thought that their work had been affected by their co-worker's domestic violence;
- Being stressed and concerned about their co-worker's domestic violence, having their own work affected, experiencing tension with the co-worker, and taking phone calls from the co-worker's abusive (ex) spouse/partner were the main ways that their work was affected by their co-worker's domestic violence.

#### *Survey findings: awareness of resources available in the workplace*

Overall, the survey found a low level of awareness of company resources and/or support amongst all respondents.

**Fewer than two out of every ten of all survey respondents (about 15% of females/others and 20% of males) were aware of resources available to them in the workplace related to domestic violence.**

- Over one-third (37%) of victims said they had discussed their domestic violence experiences with someone at work;
- Of these respondents, 85% discussed it with a co-worker, 38% discussed it with their manager or supervisor, less than 10% discussed it with their Human Resources department, and less than 5% with a designated person to handle domestic violence situations or with their trade union.

#### *The costs of domestic violence for companies*

In conclusion, domestic violence carries tangible costs for employers. The survey points to the effects of domestic violence in the workplace as being more prevalent for those experiencing current domestic violence than past domestic violence. However, the effects are still there for many who experienced domestic violence more than one year ago. The effects are pervasive in that they affect many areas of work – lateness, absenteeism and presenteeism (being less productive at work), and these effects translate into concerns about losing jobs for the victims and extra work and stress on co-workers. Ultimately, as described elsewhere in the literature, they bring costs to companies. Lost output/revenue, turnover costs, and replacement costs are among the ways that domestic violence impacts on the bottom line of companies.

## Recommendations

By taking a proactive role companies can address the impact of domestic violence in the workplace by helping managers and co-workers to act on the signs of domestic violence, responding quickly and appropriately with support and assistance, and providing up-to-date information about and referrals to specialist services.

The 'OneInThreeWomen' network of companies recognise their role in providing support to victims of domestic violence and in mitigating the effects of domestic violence in the workplace. Some companies have already made substantial progress in developing training and in policy development, while others are just beginning their journey in this regard. The recommendations at the end of the report point to ways in which companies can implement early intervention, information, training and support for employees, enabling them to play an important role in preventing domestic violence, including preventing it from escalating into repeated, serious and even fatal consequences for victims.

*“My domestic violence was [when working for a different company] I was injured many times, lost confidence in my ability, blamed myself and was mentally abused and scared.”*



# 1. INTRODUCTION

---

## 1.1 Overview

Domestic violence<sup>6</sup> can affect employees, their co-workers and the companies that employ them in multiple ways. It may hinder the safety and security of employees, co-workers, clients, customers, contractors and anyone else who comes into the workplace. It can impact on employees' productivity through lateness, absenteeism and the inability to be fully productive on-the-job (presenteeism). Many companies attempt to reduce these possible costs by implementing prevention programmes and resources to support employees affected by domestic violence.

UN Women (2016) estimates that the global cost of violence against women was \$1.5 trillion in 2016, equivalent to approximately 2% of global gross domestic product (GDP). Companies bear their share of these costs as a result of losing valued staff or from reduced productivity at work. To date there has been limited research quantifying the economic costs of domestic violence (Duvvury et al. 2012, Ashe et al. 2018), and even less on the costs for companies themselves.

This report documents the first company employee survey of its kind in Europe. The report analyses employees' experiences of domestic violence, the impact on their work, and the potential costs for companies. It summarises the main findings of the survey carried out by the 'OneInThreeWomen' network of companies. The survey, completed by 6,639 employees working in six French multi-national companies (Kering, L'Oréal, Korian, BNP Paribas, OuiCare and Carrefour), spanned six European countries (France, Belgium, Germany, Italy, Spain, UK).

*"I never said anything because I was ashamed! I spoke to my professional entourage when I had the courage to leave! After 6 years of hell because he threatened me with death, and I thought I was going to die ... He lived at home, he ruined me financially! I have the chance or not to be a manager and to make a good living."*

---

<sup>6</sup> Domestic violence (sometimes defined as domestic abuse, intimate partner violence, or domestic violence and abuse) is an incident or pattern of physical, verbal, sexual, emotional or psychological abuse by an intimate partner. It can involve financial/economic abuse and control, and/or stalking and harassment by an intimate partner. Domestic violence and abuse frequently involves control, coercion, threatening behaviour and abuse.

## 1.2 Objectives of the survey

The survey, designed to provide an evidence base for companies, is one of several activities taking place through the 'OneInThreeWomen' network.<sup>7</sup> The survey had the following objectives:

- To gain insights into the effects of domestic violence on employees and their co-workers;
- To relate these effects to costs borne by the companies;
- To make recommendations for company policies and programmes to effectively tackle these effects in the workplace.

## 1.3 Structure of the report

Section 2 gives an overview of existing data on domestic violence, drawing on research and data from across the world on the impact that domestic violence has on the workplace, relating to both employees experiencing domestic violence and the companies that employ them. Section 3 summarises the main findings of the 'OneInThreeWomen' survey, pointing to effects and implications for the companies covered in the survey. Section 4 concludes with some recommendations for companies to advance their work of preventing negative effects in the workplace and of supporting employees affected by domestic violence.

*"I was harassed by my ex-partner more than 15 years ago; I did not mention it to my colleagues fearing of being judged. I remember that after receiving a threatening phone call, I was unable to keep working, I was petrified by fear, I waited 4pm to leave the office and filed a complaint at the police station."*

---

<sup>7</sup> The 'OneInThreeWomen' network, supported by FACE Foundation, works to raise awareness amongst companies through the development of practical tools, training and policy development to prevent domestic violence and support survivors. The 'OneInThreeWomen' network was launched in Paris in October 2019, when companies signed a 'Charter of Engagement': [https://www.fondationface.org/wp-content/uploads/2018/11/Charte\\_enligne\\_français.pdf](https://www.fondationface.org/wp-content/uploads/2018/11/Charte_enligne_français.pdf)

## 2. WHY DOMESTIC VIOLENCE IS A WORKPLACE ISSUE: WHAT DO WE ALREADY KNOW?

### 2.1 Overview of knowledge to date on experiences of domestic violence in the survey countries

The most comprehensive data on domestic violence in the European Union (EU) can be found in the survey of the EU Fundamental Rights Agency (FRA 2015). Table 1 gives data about domestic violence in the six countries covered by the 'OneInThreeWomen' survey. Across the EU, 22% of women have experienced physical and/or sexual violence by a current or previous partner, with the highest levels being recorded in the UK (29%) and the lowest levels in Spain (13%). Far larger numbers of women report experiencing psychological violence (43%) and 18% of women in the EU have experienced stalking by a current or former partner. Eight in 10 women (78 %) in the EU think that violence against women is very common or fairly common in their country. In relation to their place of work or study, over one in five women (22%) in the EU reported that they knew someone who had been a victim of domestic violence at their current/previous place of work or study.

Table 1: Women's experiences of physical, sexual and psychological violence and stalking

	Physical or sexual violence by current or previous partner since the age of 15 years (%)	Psychological violence by current or previous partner since the age of 15 years (%)	Stalking by a current or previous partner since the age of 15 years (%)	Women's perceptions that of violence against women is very common in EU Member States (%)	Knowledge of cases of domestic violence at work / previous work or study (%)
France	26	47	29	31	27
Belgium	24	44	24	26	23
Italy	19	38	18	35	19
Spain	13	33	11	31	16
Germany	22	50	24	19	20
UK	29	46	26	35	25
EU-28 average	22	43	18	27	22

Source: EU Fundamental Rights Agency (2015)

*“When my ex started calling me repeatedly, leaving messages on my voicemail, contacting my family, asking me for money after I left him, I felt very bad. I was afraid he would follow me on the streets, afraid he would hurt me or my relatives. I did not identify this behaviour as violence, but thanks to this questionnaire I understand better what happened, and I feel better.”*

Although there are no clear explanations for the country differences shown in Table 1, they may be due to low awareness of the problem, cultures that perpetuate silence around the issue, or cultural influences that discourage reporting because domestic violence is considered to be a private matter (FRA 2015). It is generally accepted that official data and survey data tend to underestimate the real extent of domestic violence. In addition, the countries with higher levels of reporting on domestic violence are countries where it is more acceptable for women to talk about experiences of domestic violence. Those countries with higher levels of gender equality and gender equality awareness in society, in the workplace and in the media, are those with higher levels of disclosure about violence against women (FRA 2015). The European Institute for Gender Equality’s (EIGE 2018) gender equality index for all EU Member States also shows that EU Member States that have the highest rankings on gender equality also have a higher prevalence of violence against women in the FRA survey. This indicates that women in more gender-equal countries are more likely to report domestic violence.

Across Europe there is a growing awareness of the impact that domestic violence has on women’s access to and retention of employment. National laws and policies in several European countries, and the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) adopted in 2011<sup>8</sup> contain provisions to address this reality. The Istanbul Convention is a legally binding regional instrument that has been ratified or is in the process of being ratified by Council of Europe Member States and by the European Union itself. It has a specific focus on integrated and comprehensive approaches to addressing domestic violence, and places responsibility on all stakeholders, including the private sector and the media, to prevent violence against women. It has been instrumental in efforts to change laws on issues such as domestic violence stalking, and to coordinate all relevant stakeholders to prevent domestic violence.

The adoption in June 2019 of the new International Labour Organisation (ILO) Convention on eliminating violence and harassment in the world of work (C.190)<sup>9</sup> and the accompanying Recommendation (R.206)<sup>10</sup> are further landmark developments. They place new responsibilities on governments and on employers to implement measures to prevent and address all forms of violence and harassment through social dialogue. This includes domestic violence when it affects the workplace. It is anticipated that Convention 190 will motivate companies to introduce policies and programmes in the

---

<sup>8</sup> Although the Istanbul Convention does not spell out concrete measures for employers, programmes on preventing domestic violence can be construed as having a role for employers and trade unions and the workplace. In particular Article 12 of the Convention sets out a range of measures to prevent violence against women, which can be interpreted widely to include workplace measures.

<sup>9</sup> See Convention 190:

[https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C190](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190)

<sup>10</sup> See Recommendation 206:

[https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100\\_INSTRUMENT\\_ID:4000085:NO](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_INSTRUMENT_ID:4000085:NO)

workplace, including workplace risk assessments, paid and unpaid leave, flexible working hours, training, information and awareness raising and other supports.

## 2.2 Domestic violence has a significant impact on the health, wellbeing and safety of employees

Across the world an estimated average of 2 out of 10 full-time female employees are currently victims of domestic violence, and around one-third of female employees report that they have ever experienced domestic violence from an intimate partner during their working lives (ILO/UN Women 2019). There are differences between countries. For example, 37.6% of ever partnered working women responding to a national survey in Canada had experienced domestic violence (Wathen, MacGregor and MacQuarrie 2014), compared to 41.6% of ever partnered working women in the UK (TUC 2016), and half of ever-partnered women in Fiji (IFC 2019a). In a survey by the US Corporate Alliance to End Partner Violence, 64% of victims of domestic violence said that their ability to work had been affected (CAECV 2005). A recent global survey of working people, which included several countries in Europe, carried out by Vodafone (with Opinuum), found that 50% of employees had experienced domestic violence and it had affected their work in one or more ways (Pillinger 2019).

Domestic violence affects companies in four main ways (Vara-Horna 2014). They include (i) costs associated with absenteeism, arriving to work late or leaving early; (ii) staff turnover costs when employees leave their jobs (either voluntarily or involuntarily) and new staff must be recruited and trained to replace them; (iii) presenteeism which results in a loss of productivity when employees are less able to concentrate, produce work of a lower quality and/or have accidents at work, and (iv) negative consequences for the organisation, such as costs resulting from employees witnessing violence against women and external reputational costs. Companies who choose to address these effects have costs associated with social assistance and support programmes for victims of domestic violence, information, training and awareness raising, and prevention programmes.

There are substantial costs for companies associated with lost productivity, absenteeism and employee turnover. It can have a significant effect on women's participation in work, in education and training and on their career progression (Wathen, MacGregor & MacQuarrie 2014, TUC 2016, McFerron et al. 2011, IFC 2019b). In Vodafone's study victims of domestic violence – male and female - said that it had affected their self-esteem and confidence, and over one-third said they were less productive at work; 67% said that it had affected their career opportunities and over half said it affected their co-workers (Pillinger 2019). In a US study, 83% of survey respondents who had

*"I did not receive any help from my employer (my management) who was aware of my situation, but I probably could have avoided my accident that made me disabled for life... I was supported by SOS Femmes Solidarites, but that did not prevent the violence from increasing."*

*"I helped and escorted a colleague to support services, but it was a failure every time and she ended up making a serious mistake in her work."*

experienced domestic violence said that their abusive partners had disrupted their work in one or more ways, such as preventing them from seeking a job, causing them to lose a job or to lose out on career and promotional opportunities because of the abuse (IWPR 2018).

For those affected by domestic violence, there can be devastating impacts on health, wellbeing and the capacity to work. Impacts include mental health problems such as anxiety or depression and physical health issues resulting from injury. It can have significant effects arising from coercive control that limit a victim's participation in work, for example, when a partner stops them from leaving home, refuses to care for children, fails to collect children from childcare, or steals or damages work-related uniforms or equipment. As many as 80% of those affected in the UK study experienced abusive phone calls/text messages (TUC 2016). In the Canadian study over two in five (40.6%) of those experiencing domestic violence received abusive phone calls/text messages, just over one-fifth (20.5%) experienced stalking and harassment near the workplace, and for 18.2% the abuser physically came to the workplace (Wathen, MacGregor and MacQuarrie 2014). In Australia, the major types of domestic violence taking place in the workplace were abusive phone calls and emails (12%) and the partner physically coming to work (11%) (McFerron et al. 2011).

### 2.3 The costs of domestic violence for companies

The financial costs for companies stem from absences from work, staff turnover, lateness, and presenteeism (lowered productivity). For example, in Australia it is estimated that violence against women costs the economy AUS\$13.6 billion per year, of which AUS\$465 million is borne by employers (Powell, Sandy and Findling 2015). These effects also undermine company gender equality strategies that seek to advance women's career development and close the gender pay gap by improving women's pay.<sup>11</sup>

### 2.4 Costs for companies: days lost from work

Domestic violence frequently leads to absences from work because of injury, ill-health and forms of coercive control that prevent women from getting to work. Days lost from work range from 5.5 to 33 days annually as a result of domestic violence and the length of absence from work is affected by the type of abuse. For example, KPMG (2016) research for the Department of Social Services Australia found that employees experiencing physical abuse or sexual violence at home were absent from work, on average, 7.2 to 8.1 days per year. The Department of Justice Canada (2009) found that absence from work

---

<sup>11</sup> For example, on salaries Duvvury et al (2012) found that women in Vietnam who were currently experiencing domestic abuse earned 35% less than those who were not abused and Morrison and Orlando (1999) reported similar findings for Chile and Nicaragua, where they found that the presence of a form of domestic violence, is associated with reduced earnings of 34% in Chile and 46% in Nicaragua. Sanchez et al (2004) found that women who suffered from domestic violence and abuse in Colombia earned 14% less than those who did not suffer violence.

ranged between 10 and 33 days per year, depending on the diagnoses of physical and mental health problems related to domestic violence and abuse.

Other studies from outside of Europe point to the costs of lost days from work. In Solomon Islands, IFC (2019b) estimates that employees lose more than two working weeks a year due to domestic and sexual violence. In Uganda, an estimated 9% of women surveyed (who had experienced domestic violence in the past 12 months) took an average of 11.8 days each off work a year due to the violence (Center for Domestic Violence Prevention 2013). In another study in Egypt, domestic violence was estimated to result in women in the country missing 560,000 working days in 2014, representing the equivalent of about €1.6 million to the Egyptian economy (Duvvury et al. 2015). In Vietnam, around 14% of surveyed women employees experienced domestic violence and they took an average 5.5 days off work a year, with loss of earnings and productivity losses equalling 1.78% of the total payroll (Duvvury et al. 2012). In Peru, an estimated 70 million working days are lost due to violence against women, leading to an annual loss of more than US\$6.7 billion (Vara-Horna 2014).

## 2.5 Costs for companies: presenteeism, capacity to get to work on time and reduced productivity

Another significant workplace impact of domestic violence is presenteeism.<sup>12</sup> In this case domestic violence affects productivity at work. Examples include employees who are unable to concentrate on their work tasks due to anxiety and stress related to concerns about the behavior of their spouse, and/or using work time to deal with harassing phone calls, emails or text messages. This affects the completion of work tasks, the quality of work, the risks of mistakes and accidents occurring.

The Department of Justice Canada (2009) study estimated the value of lost productivity borne by victims of domestic violence at more than CDN\$53 million. A US study found that 71% of female victims reported difficulties concentrating at work, while a further 63% did not work at their optimal level in the year following incidents of domestic violence (Swanberg et al. 2005). Vara-Horna (2014) estimated that a reduction in labour productivity from victim presenteeism cost businesses in Peru US\$613.9 million. The study also estimated that presenteeism costs for perpetrators and witnesses of domestic violence – were nearly as great as that of victims, estimated at US\$594.1 million. In Bolivia, there is an estimated cost of US\$2 billion a year to companies as a result of lost productivity (Vara-Horna 2015).

*“I only witnessed one experience of abuse in a previous job, I detected it and talked with the abuser trying to make him see that it was not the right way, his response was that it was cultural, from where he was coming it is common. It was not useful, after mistreating his wife and his 24-year-old daughter, he was arrested by the Civil Guard after a telephone notice.”*

---

<sup>12</sup> Presenteeism defines the practice of attending the workplace with reduced capacity, such as illness, injury, anxiety or stress leading to reduced productivity. Victims of domestic violence may attend the workplace, but their performance and productivity may be reduced.



*"I was a business manager for 3 years and encouraged members of my team to speak to me if they had any personal problems that affected them.*

*Some did and I would encourage them to contacting their regional manager, police, help lines etc. I find that a lot of people will not open up for fear of being judged. Being older than most of my team I think they found it a bit easier to talk to me but if their manager is younger they were more reticent."*

In the Australian study, nearly half those who had experienced domestic violence reported that the violence affected their capacity to get to work due to physical injury or restraint, hiding keys and failure to care for children, therefore arriving late or not at all (McFerron et al. 2011). Work performance was the largest reported impact with 16% being distracted, tired or unwell, 10% needing to take time off, and 7% being late for work. In the Canadian study 38% reported that domestic violence affected their ability to get to work and 8.5% had lost a job due to domestic violence (Wathen, MacGregor and MacQuarrie 2014).

## 2.6 The cost for the economy

At the macro level domestic violence can result in reduced economic output and productivity for entire countries, and a reduction in tax revenues due to lower earnings of victims of domestic violence (Department of Justice Canada 2009; Zhang et al. 2012; EIGE 2014; IFC 2019a).

The European Institute for Gender Equality (EIGE 2014) identified significant costs related to gender-based violence from lost economic output, the cost of services (health, criminal justice, legal, social welfare and specialist services), and the physical and emotional impact on the victim. For the EU, the overall costs of domestic violence against women to the economy are estimated at € 109 125 574 091. Lost output as a result of injuries alone was estimated to be 12% of these costs. Spending on specialized services and prevention (at just 3% of these costs) was relatively small (EIGE 2014).

These estimates drew on earlier work looking at the impact of domestic violence on the UK economy, which estimated £1.9 billion (€2.2 billion) in lost economic output as a result of time taken off work owing to injuries, decreased productivity, increased absenteeism, and increased employee turnover (Walby & Olsen 2012, Walby 2009). Further estimates have been made under the European Added Value Assessment showing the annual cost to the EU of gender-based violence against women in 2011 was around €228 billion (1.8% of EU GDP) (European Parliament, 2014). According to the European domestic violence organisation WAVE (2016), an investment of only 10% of this cost (equal to €45 per citizen, per year) in violence prevention would make a significant contribution to reducing the financial impact of gender-based violence on national budgets.



### 3. 'ONEINTHREEWOMEN' SURVEY METHODOLOGY

---

The 'oneinthreewomen' survey relies on three sources of data from the six companies participating in the survey: (1) an online survey for employees, (2) an online survey for human resource and diversity managers, and (3) interviews with human resource and diversity managers.

#### 3.1 Online survey for employees

An online employee survey was drawn up for dissemination to employees of the six companies. It drew on survey methodologies from two previous employee surveys constructed to capture the effects of domestic violence on the workplace and the costs of those impacts. These were a questionnaire used in a national survey of employees in Canada (Wathen, MacGregor and MacQuarrie 2014) and a questionnaire used in a number of South American countries to estimate the costs of domestic violence to the workplace (Vara-Horna 2014 & 2015). The survey was drafted combining elements from both surveys. The survey used an internationally recognised definition of domestic violence, which includes multiple forms of physical, emotional/psychological, and sexual abuse, including controlling behaviours such as financial abuse.

To create a survey relevant to the European context, a number of steps were taken to adapt the original surveys. Demographic questions were adapted to reflect the structure of the European workforce as much as possible. Input from representatives of Foundation FACE, who were also the intermediaries with representatives of the companies participating in the survey, was also taken into consideration. A Privacy Expert from one of the companies helped ensure that the survey met the standards set out in the General Data Protection Regulation (GDPR).

The final survey had more than 60 questions. The number of questions each participant answered varied depending on their responses (e.g. participants with no domestic violence experience were routed past the personal domestic violence questions). At the end of the survey, jurisdiction-specific domestic violence resources (e.g. phone numbers and web sites) were provided. At the beginning of the survey respondents had to give their consent to participate in the survey. An 'Exit Quickly' button was included on the survey in case a respondent needed to shut it down quickly. The survey was prepared in English and then translated into French, Italian, Spanish, German and Dutch. It was reviewed by native-speakers in each of these languages and pilot tested by representatives of Foundation FACE. The survey was prepared for completion,

*"Of course,  
it has an  
impact on  
relationships  
with colleagues,  
patients and those  
around  
you. After  
a while it generates  
resignation  
and little  
motivation."*

*"I have been a  
victim myself and I  
know how difficult  
it is to get out there.  
It was several years  
ago, and  
I am still  
ashamed  
of that."*

in six languages (English, French, Dutch, Germany, Spanish and Italian), on Western's University's Qualtrics survey platform. <sup>13</sup>

The survey began by asking participants to respond to demographic questions including their sex, age, relationship status, place of birth, disability status, education and work-related variables (employment position, status, hours, and salary). The survey then sought to gain information from employees about their experiences of domestic violence, or those of their co-workers, the effects domestic violence had on their work and the support received from colleagues, managers and support staff in the company.

#### *Sampling, Recruitment, and Data Collection*

Each company managed their own recruitment strategy for the employee survey. The survey was disseminated by Human Resource and/or Diversity Managers via an email message with a link to the online survey. Each company determined how they would disseminate the survey by email, and some sent the survey to specific sites in the company. Some companies experienced difficulty in reaching their employees with the survey. It was particularly challenging to reach non-managerial employees in several instances, resulting in lower response rates than initially planned and an over-representation of managers within the companies. There are many possible reasons for the lower response rates. One factor is that previous surveys have been population, rather than company-based surveys, involving a wider network of employees and active dissemination by unions.

The online survey was completed between 13 May and 22 July 2019, and each company determined their own time frame for providing access to the survey for their employees. Employees of the participating companies were eligible to complete the survey, regardless of their personal experience of domestic violence.

To protect the privacy of participating companies and respondents a global analysis of the employee survey was conducted, combining responses from all companies in all countries and in all languages.

It is an established fact that survey response rates tend to vary dramatically depending on how surveys are administered. Response rates are generally much higher when interviews are carried out in person rather than by telephone, post or online. The survey response rate is key to survey representativeness and needs to be kept in mind when analysing and interpreting the survey results. A survey with a low response rate has little statistical significance, in the sense that the sample that answered the survey may not be representative of those

*"When I was a manager, I met an employee who dared to talk to me about the domestic violence she was experiencing. I went with her to meet an NGO. She stopped working for several weeks, her partner was arrested by the police and incarcerated."*

---

<sup>13</sup> <https://mysurveys.uwo.ca>

*“The case of domestic violence that I had to deal with required several interventions from the police. Another employee was involved to confirm the denunciation. The violent partner (on parole) was incarcerated again. The employee victim of violence, in a fixed-term contract, did not continue her collaboration with the organization.”*

targeted by the survey. However, interviews in person are cost prohibitive and very time consuming when addressed to several thousands of employees. Moreover, in the case of surveys addressed to individuals by their employers on sensitive and private issues such as domestic violence, it is unclear whether interviews in person would have generated a higher response rate, as employees may fear being identified by their employer. In contrast, an online survey with well-protected software may be viewed as better at guaranteeing the anonymity of respondents.

The six companies participating in the survey sent the online survey to over 40,000 employees at sites in six countries (France, Belgium, Germany, Italy, Spain, UK). Out of the approximate 40,000 employees who received the survey, 7,421 opened the link to the survey and indicated their understanding and consent for how their answers would be used in the study. After cleaning the data,<sup>14</sup> the final sample of the number of employees completing the survey stood at 6,639. This number represents the base sample, hereinafter referred to as ‘respondents’. This gives an overall response rate to the survey of 16%.<sup>15</sup>

The next section on the survey limitations also examines the demographics of the survey sample to determine the representativeness of the sample.

#### *Survey limitations*

A response rate of 16% and a survey sample of 6,639 respondents does not inevitably hinder survey representativeness. However, the sample of respondents that answered the survey does not appear to be globally representative in terms of sex, age, education or position. On average, those that answered the survey appear to be predominantly female, younger, more educated, and more likely to hold a managerial job than the population of employees to whom the survey was addressed. Full-time as opposed to part-time employees demonstrated increased willingness, engagement or ability to complete the survey (see Section 4.2 for more details). About two in every ten women surveyed reported experiences of domestic violence (see Sections 4.3), making the sample size for the analysis of workplace costs of domestic violence drop dramatically. This low reporting rate may indicate that

---

<sup>14</sup> Respondents were eliminated from the survey if they did not respond to the question regarding their sex, as those who did not fill in the sex question tended not to fill in the remainder of the survey. Given the importance of being able to separate the results by sex, this variable was determined to be the most important demographic characteristic and necessary to conduct the analysis. Eliminating those who did not respond to the sex question reduced the sample size by 665 respondents. Those respondents who failed to answer the question about their experiences (current and past) with domestic violence were also eliminated. Again, it was determined that answering this question (even if one says prefer not to say) was crucial to the analysis. There were 117 additional respondents who did not answer the domestic violence question.

<sup>15</sup> This response rate also holds at the company level for most of the companies.

many domestic violence victims and survivors opted not to fill out the survey.

The survey design itself may have contributed to a lower reporting rates. First the survey gave a definition of domestic violence and asked respondents to self-identify. Possibly, higher rates of victims are identified when respondents answer behaviourally based questions and researchers decide if they should be categorized as victims or not. If respondents indicated they had not experienced domestic violence, they were not asked a series of follow-up questions which also may have contributed to low numbers for some results and unreliable figures for costing.

For these reasons, we caution against an attempt to draw a global picture of the costs of domestic violence for European companies based on the survey data. Nevertheless, this survey provides a wealth of illuminating information on how domestic violence may impact employees while at work either directly (as when perpetrators follow the employee to work or call them while they are work), or indirectly (as when the employee is too stressed or too sick to be able to work optimally.) Moreover, the survey provides valuable insights into how domestic violence may impact on the work performance of the co-workers of those experiencing domestic violence. Finally, it provides some evidence on employee awareness and use of resources available to help those experiencing domestic violence. As one of the first European company studies to attempt to shed light on this important topic, the information gathered is extremely valuable.

### 3.2 Online survey for Human Resource and Diversity Managers

An online survey for Human Resource and Diversity Managers was developed to collect information from company representatives in order to contextualize the data gathered from employees. In particular, questions were asked about the demographic composition of the survey sites as well as programmes in place to respond to domestic violence victims. Two versions of this survey were developed. The first version was intended for respondents reporting on a single site within the company and the second version was intended for respondents reporting on multiple sites within the country. Both surveys asked the same questions and managers were asked to respond to all questions. The survey was developed in English and translated into French. The survey was prepared for completion, in both languages, on the Survey Monkey platform.<sup>16</sup>

*“The employee has left her partner. The self-confidence and financial independence she gained from her work was very important to her. I'm not sure if there was physical violence, but she talked about her partner abusing her mentally.”*

---

<sup>16</sup> [www.surveymonkey.ca/](http://www.surveymonkey.ca/)

*“Being aware  
allowed me to  
better support this  
employee, give her  
advice and better  
understand the  
reason for her sick  
leave and thus  
adapt my  
relationship with  
her as a superior”*

### 3.3 Interviews

Interviews were held with the Directors of Diversity and Inclusion, Heads of Human Resources and/or relevant employee support services. The interviews aimed to give feedback to company personnel responsible for the HR survey, to gain insights into what companies are currently doing with regard to support for victims, training and other resources, and what plans they had in progressing policies, training and other supports to help inform the study’s recommendations.

## 4. 'ONEINTHREEWOMEN' SURVEY FINDINGS

---

### 4.1 Introduction

This section gives an overview of the main findings from the online survey for employees in the six companies participating in the survey. It summarises the characteristics of respondents completing the survey, employees' own experiences and co-workers' experiences of domestic violence, the effects of domestic violence on employees and co-workers in the workplace, and awareness of support. It finishes with a discussion of the findings and how they relate to costs for companies.

### 4.2 Characteristics of respondents completing the survey

Table 2 presents the characteristics of the 6,639 respondents to the survey. The first column gives the percentages of respondents in each category. The second and third columns give the percentages by sex. Because almost all respondents identified themselves as male or female and not 'other', the respondents who chose the 'other' category have been combined with females.<sup>17</sup> Table 2 indicates that the sample has a large percentage of female/other respondents (74%) and a lower percentage of male respondents (26%).

While the companies who participated in the study tend to have a larger percentage of female employees compared to the national workforces, the female percentage in the sample is even larger than the female percentage of the workforces of the companies. This suggests that women were more likely to answer this survey than men.

Table 2 also indicates that respondents to the survey are younger and more educated than the national workforce of the European countries in which the sites were located.<sup>18</sup> Interestingly, female/other respondents are, on average, companies in the HR survey administered as part of this research, the percentage of respondents who are managers is higher than reported by companies in the HR survey. Overall, 67% of respondents to the survey were employees and 33% were managers. even younger than male respondents,

*6,639 employees responded to the survey, resulting in an overall response rate of 16%.*

*Overall, nearly two in every ten females/other (16%) and 4% of males surveyed reported experiences of current or past domestic violence.*

---

<sup>17</sup> Those in the other category indicated a similar level of experience with domestic violence as female respondents. Thus, instead of eliminating them from the sample because of their low numbers which prevent analysing them separately from male or female respondents, they were included in the female/other respondent category for the analysis.

<sup>18</sup> <https://stats.oecd.org/>

while the percentage of university graduates is similar across the sexes. Finally, compared to the reports by companies in the HR survey administered as part of this research, the percentage of respondents who are managers is higher than reported by companies in the HR survey. Overall, 67% of respondents to the survey were employees and 33% were managers.

With respect to other characteristics, the majority of respondents report that they are currently in a relationship, either married, civil union or co-habiting. Less than 10% are divorced, separated or widowed, while the remainder are single. Almost all of the respondents are EU citizens, working full-time and on permanent contracts. Females/others are slightly less likely than males to be EU citizens and to work full-time. However, the full-time percentage of female/other respondents is much higher than in the national workforces. This most likely reflects both the hiring practices of the companies, but also the increased willingness, engagement or ability of full-time employees to complete the survey.

Finally, the remaining rows of Table 2 show the percentages of respondents' country of work based on the company sites that were surveyed. The two countries with the largest percentages of the sample were France and Italy. All six companies had sites in France, including their headquarters, and three of the companies had sites in Italy. The other countries – Belgium, United Kingdom, Germany, Spain– all have less than 10% of the respondents.<sup>19</sup>

*Overall, over one half (55%) of those who had ever experienced domestic violence reported domestic violence had affected their work in at least one of the three ways - lateness, absenteeism or presenteeism (being less productive).*

---

<sup>19</sup> Although the survey was not administered to work sites in Switzerland, a small number of respondents stated that they worked in Switzerland.

Table 2: Characteristics of respondents, by sex (%)

	Base Sample (%)	Male	Female/other (%)
<b>Sex</b>			
Male	26		
Female	74		
Other	<1		
<b>Age</b>			
18-35	42	32	45
36-46	28	29	27
46 and above	30	38	28
<b>Education</b>			
Less than University	42	42	41
University degree and above	58	57	58
<b>Job type</b>			
Manager	33	42	29
Employee	67	58	70
<b>Marital status</b>			
Married/civil/co-habit	65	70	63
Widow/divorce/separated	9	6	10
Single	26	25	27
<b>Citizenship</b>			
EU	90	95	89
Other	10	5	11
<b>Hours</b>			
Full-time	94	97	93
Part-time	6	3	7
<b>Type of work contract</b>			
Permanent	91	93	90
Temporary	5	3	6
Other	4	4	4
<b>Country of work</b>			
France	41	39	42
Belgium	4	6	3
Spain	7	9	6
Italy	31	34	30
Germany	8	7	8
United Kingdom	9	4	11

Table notes: The base sample contains 6,639 respondents. The male sample contains 1,727 respondents and female/other contains 4,912. All respondents in the sample have answered the sex question, but not all have answered the other characteristic questions. Thus, sample sizes are smaller for the other characteristics.



*One-quarter of respondents who had ever experienced domestic violence (29% of current victims and 17% of past victims) report having been late because of domestic violence.*

#### 4.3 Own experiences of domestic violence

In this survey respondents were asked to self-identify if they are currently or have ever experienced domestic violence, referred to here as own experiences of domestic violence. A broad definition of domestic violence was used, as follows:

For this survey, domestic violence is defined as all acts of physical, sexual, psychological or economic violence that occur within the family or domestic unit or between former and current spouses or partners, whether or not the perpetrator shares or has shared the same residence with the victim. It can also include stalking to and from work and at work, and harassment/abuse via text, phone calls email and social media. It can also continue to happen after a relationship has ended.

After receiving the definition, respondents had the choice of four answers:

1. I am currently experiencing domestic violence from a current or past intimate partner or I experienced domestic violence from a current or past intimate partner in the last 12 months.
2. I experienced domestic violence from a current or past intimate partner more than 12 months ago.
3. I have not experienced domestic violence from a current or past intimate partner.
4. Prefer not to say.

Table 3 gives the percentages who report either experiencing current domestic violence or past domestic violence for males and females/others in columns one and two, respectively.<sup>20</sup> Overall, almost two out of every ten females/others (16%) reported that they had experienced domestic violence. The percentage for males is much lower at 4%.<sup>21</sup> For women, this figure is lower than that found in the EU Fundamental Rights Agency's survey (FRA 2015), where 22% of women reported that they experienced physical and sexual violence from a current or former partner and that some 43% experienced psychological violence from a current or former partner. The FRA (2015) survey only covered women. Moreover, the FRA survey was collected by personal/telephone interviews and did not use direct questions related to

---

<sup>20</sup> Because the numbers reporting current domestic violence (option 1) is so small, less than 3% for females/others and less than 1% for males, those reporting current and past domestic violence have been combined. Those who indicated they prefer not to say (option 4) are treated as missing for the analysis.

<sup>21</sup> All figures have been rounded to the nearest per cent.

domestic violence, but rather used reports of abusive behaviours to determine experiences of domestic violence. This may explain some of the gap.

However, work by Wathen, MacGregor & MacQuarrie (2014) in Canada using similar questions as in the 'OneInThreeWomen' study and also an online questionnaire found 7% of females/4.1% of males reported experiencing current domestic violence and 37.6% of females/17.4% of males had experienced past domestic violence. Thus, the lower reported rate of having experienced domestic violence in the 'OneInThreeWomen' survey (at 16% of females and 4% of males) appears to be an anomaly. This may be related to the sample being younger and more educated, but it may also indicate that many victims of domestic violence opted not to fill out the survey. A further issue is that the survey was disseminated to employees by the companies themselves, whereas previous surveys have been population- rather than company-based surveys or have involved a wider network of employees and active dissemination by unions.

The percentages of respondents experiencing domestic violence did not vary substantially across the companies or the countries of work. Given the samples are too small to conduct an analysis by country or company, Table 3 reports domestic violence by sex for all respondents.

In relation to other characteristics, across age groups the percentages experiencing current or past domestic violence are very similar. The percentage of respondents experiencing current or past domestic violence is not statistically different across the age groups for either females/others or males. This is somewhat different from previous surveys which have found that younger employees are more likely to report experiencing current domestic violence, compared to older age groups, while the proportion of those having ever experienced domestic violence increases with age. Further, the percentages also do not differ across job types. The percentage having ever experienced domestic violence is the same for managers and employees for both female/other and male respondents.

*Around one-fifth of respondents who had ever experienced domestic violence (22% of current victims and 17% of past victims) report having been absent because of domestic violence.*

Table 3: Respondents reporting own and co-worker domestic violence experiences by demographic characteristics (%)

	Own domestic violence experience (%)		Co-worker domestic violence experience (%)	
	Male	Female/Other	Male	Female/Other
<b>Sex</b>	4	16	13	16
<b>Age</b>				
18-35	4	15	10	12
36-46	4	17	12	15
46 and above	3	17	17	21
<b>Education</b>				
Less than University	3	20	14	17
University degree and above	4	13	13	15
<b>Job type</b>				
Manager	4	16	18	24
Employee	4	16	10	12
<b>Marital Status</b>				
Married/civil/co-habit	3	12	15	16
Widow/divorce/separated	14	38	24	20
Single	4	16	8	12

Table notes: Own domestic violence sample contains 1,707 male respondents and 4,740 female/other respondents. Those who responded as “prefer not to say” were treated as missing. The Co-worker domestic violence sample contains 1,615 male respondents and 4,573 female/other respondents. Those who responded “don’t know” to the question about co-worker experiences of domestic violence were coded as “no co-worker domestic violence” and those who responded “prefer not to say” were treated as missing. All respondents in these samples have answered the sex question, but not all have answered the other characteristic questions. Thus, sample sizes are smaller for the other characteristics.

However, the survey found that there are differences across education groups and by marital status. For education groups, the percentage of respondents reporting current or past domestic violence is higher among those with a qualification lower than a university degree for females/others compared to those with a university degree, and this is the same for males. With respect to marital status, the highest percentages of current or past domestic violence for both females/others and males is for those who are widowed, divorced or separated, with percentages that are more than three times higher than those who are currently married, in a civil union or co-habiting. This is a finding that has often been found in the domestic violence literature (Bowlus and Seitz 2006).

As a result, it is reassuring to see that respondents that are currently in a relationship have lower rates of domestic violence than those that are widowed, divorced or separated, as this suggests that at least some respondents have been able to remove themselves from harmful relationships.

#### 4.4 Co-worker experiences of domestic violence

In the survey, all respondents were asked if they knew of at least one co-worker who is experiencing or who has previously experienced domestic violence. The intent here was to measure awareness of domestic violence in the workplace and the potential effects of co-worker domestic violence on one’s own work. The third and fourth columns of Table 3 show the percentages of male and female/other respondents, respectively, who reported knowledge of a co-worker’s experience of domestic violence. Importantly, respondents reporting knowledge of a co-worker’s experience of

*Half of respondents who had experienced domestic violence (59% of current victims and 48% of past victims) said their work performance was negatively affected by domestic violence.*

*Over one in ten respondents (13% of males and 16% of females/others) knew of a co-worker who had experienced domestic violence and many noticed one or more warning signs.*

domestic violence is similar by sex (males and females/others) and to the overall level of respondents who reported an own experience of domestic violence. Females/others are slightly more likely to report knowing a co-worker who has experienced domestic violence at 16%, compared to 13% of males. However, these are not statistically different and suggest that male employees are as aware of domestic violence among co-workers as female employees in these work sites as a whole.

It is interesting to note that the knowledge of co-worker domestic violence increases with age. This may be an ageing effect, in that one's likelihood of knowing someone who has experienced domestic violence increases over time. It may also be that more experienced respondents are better able to discern the signs of domestic violence or those experiencing domestic violence may feel more comfortable revealing their experiences to an older co-worker. Further, knowledge of co-worker domestic violence is higher for managers than for employees. Again, managers may be better able to discern the signs of domestic violence and in some companies they may have received training in this. Managers may also find out about domestic violence if employees approach them for work accommodations or other kinds of support to address their abusive situations.

In terms of education levels, there is little difference in knowledge of co-worker experiences of domestic violence across education levels. In contrast, those who are divorced, separated or widowed have a much higher percentage of knowing a co-worker who has experienced domestic violence. For example, 20% of female/other respondents who are divorced, separated or widowed compared to 16% of those who are married, in a civil union or co-habiting, and 12% for those who are single, are aware of a co-worker experiencing domestic violence. The pattern is the same for male respondents with 24% of males who are divorced, separated or widowed reporting awareness of a co-worker experiencing domestic violence, whereas only 15% of those who are married and 8% of those who are single report knowing a co-worker who has experienced domestic violence. This may reflect the fact that it is easier to reveal problems with a partner to another employee who has also experienced relationship problems.

All respondents were asked if they had ever seen any warning signs that a co-worker(s) was or is the victim of domestic violence. Respondents were allowed to choose multiple answers. Charts 1a and 1b show the percentage of respondents who saw each sign as well as the percentage who say they never saw any signs, at 73%.<sup>22</sup> Thus, the vast majority have never seen any warning signs. This could be good news, meaning that they do not have co-workers experiencing domestic violence, but it could also be a lack of awareness and knowledge about how to recognize warning signs, and may generally reflect the silence around domestic violence. Charts 1a and 1b also show that around 10% of respondents noticed actual bruises or injuries, had a co-worker hint or reveal that they are having trouble at home, noticed the co-worker being emotionally upset, observed the co-worker being late for work or missing work, saw changes in job performance, or

---

<sup>22</sup> Here the responses for the male and female/other subsamples are combined, because the reporting patterns were not statistically different across the sexes.

noticed the co-worker being unusually quiet as warning signs. Fewer respondents reported noticing their co-workers down-playing problems at home or taking an unusual number of phone calls. Warning signs that are seen less often include changes in clothing, special work requests, insulting phone messages, disruptive personal visits, and changes in use of alcohol or drugs. Since the percentages in each category add up to more than 27%, those who do see warning signs are likely to see more than one.

Chart 1a: Signs that co-workers are experiencing domestic violence (%)

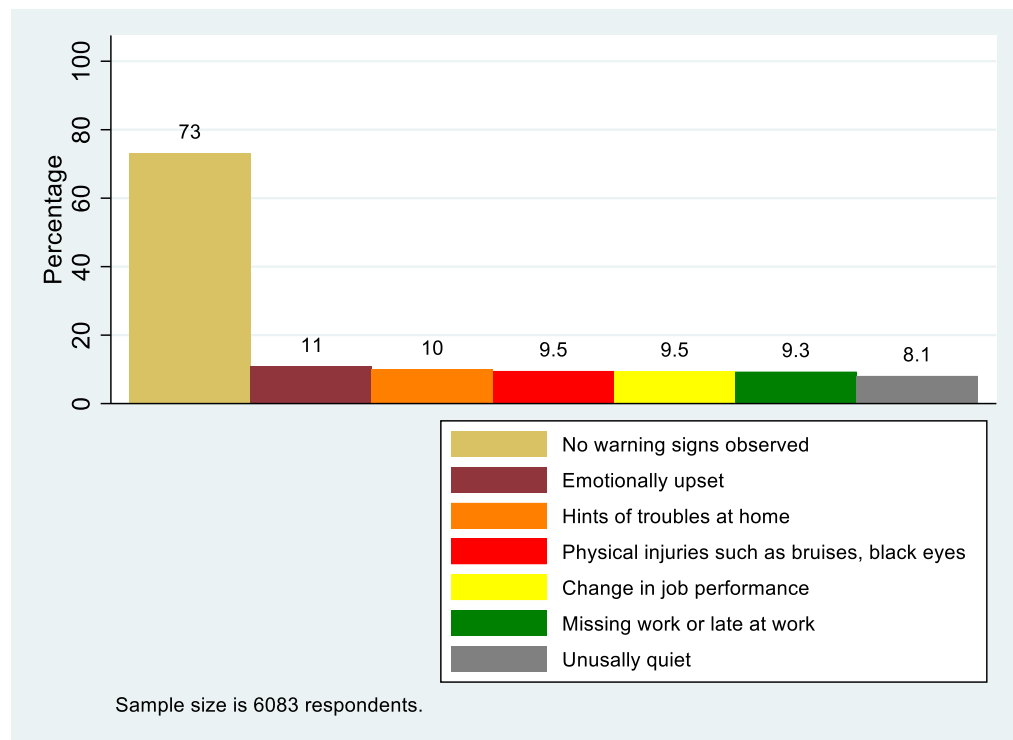
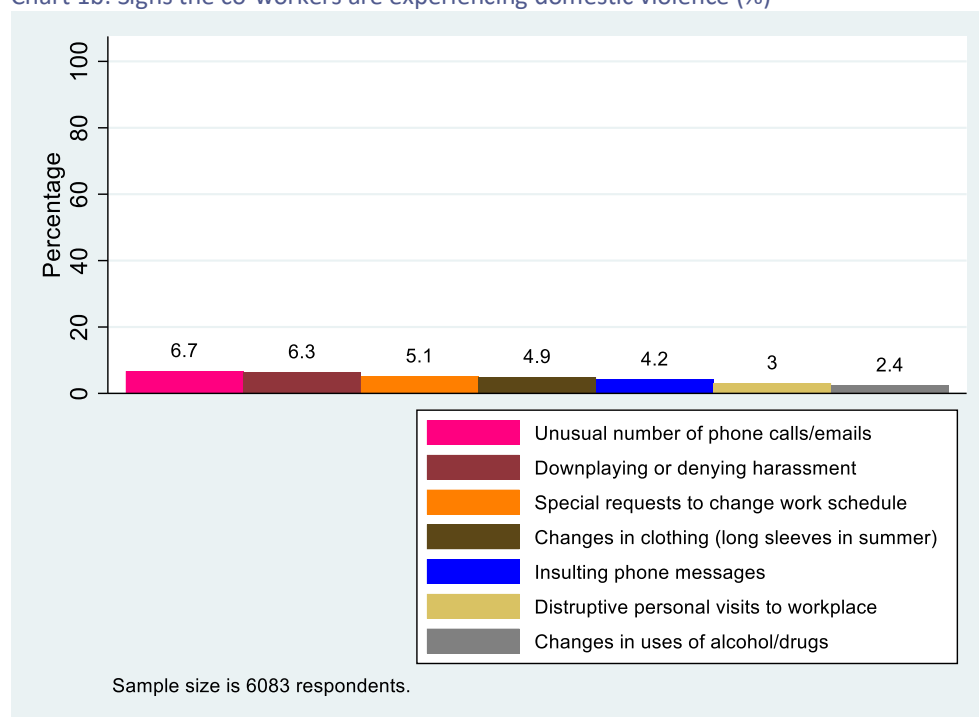


Chart 1b: Signs the co-workers are experiencing domestic violence (%)



#### 4.5 Effects on work of own experience of domestic violence

As noted earlier domestic violence can have many effects in the work environment. The survey measured the effects of domestic violence on particular aspects of work including lateness, absenteeism and presenteeism. Presenteeism is related to how productive one is while present at work. While an employee may not be late or absent from work due to domestic violence, their productivity levels may still be affected due to stress, interruptions, injuries, lack of focus, etc.

The questions related to these aspects of work were only asked of those respondents who indicated that they had experienced domestic violence. Due to the low reported percentages of domestic violence and the resulting small sample sizes at the company level, the analysis is based on the full sample of respondents experiencing domestic violence.

In terms of **lateness and absences**, Chart 3 shows that 11% of those who have experienced domestic violence report that they have been both late and absent due to domestic violence. Chart 3 also shows that 7.2% report only being late and 6.1% report only being absent. Thus, the survey indicates that one-quarter of domestic violence victims have had problems getting to work on time or at all. Respondents who indicated difficulty getting to work because of domestic violence were then asked in what ways they were impeded.

Chart 3: Percentage of domestic violence victims reporting absences or late times due to domestic violence (%)

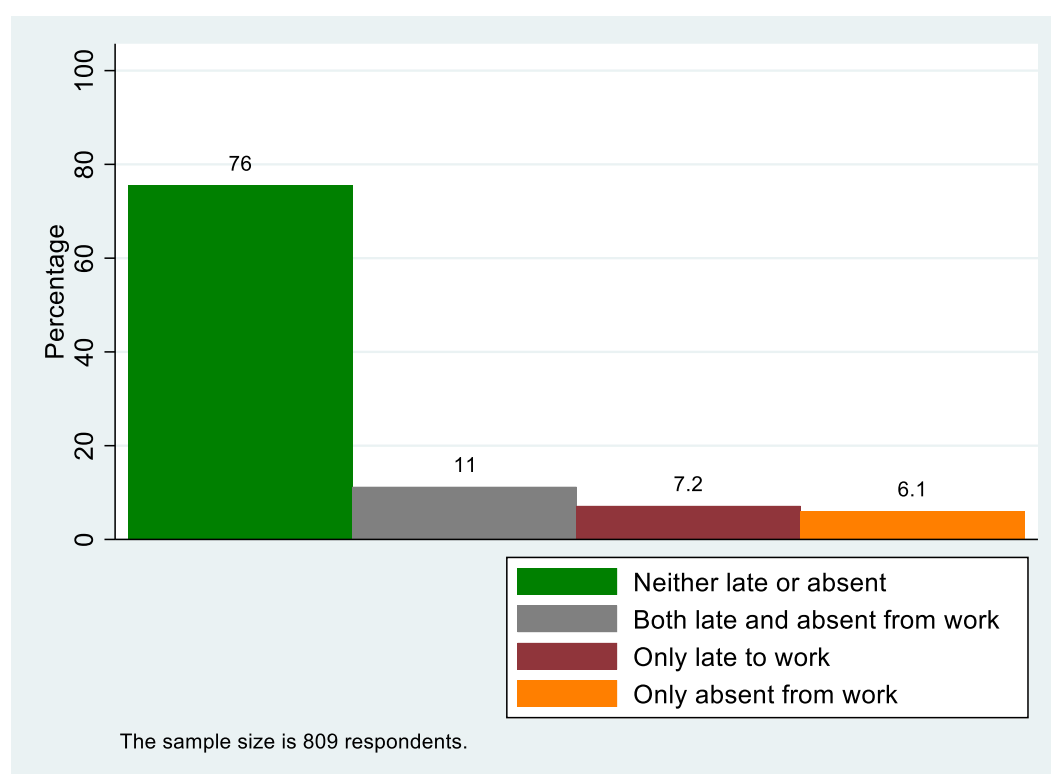
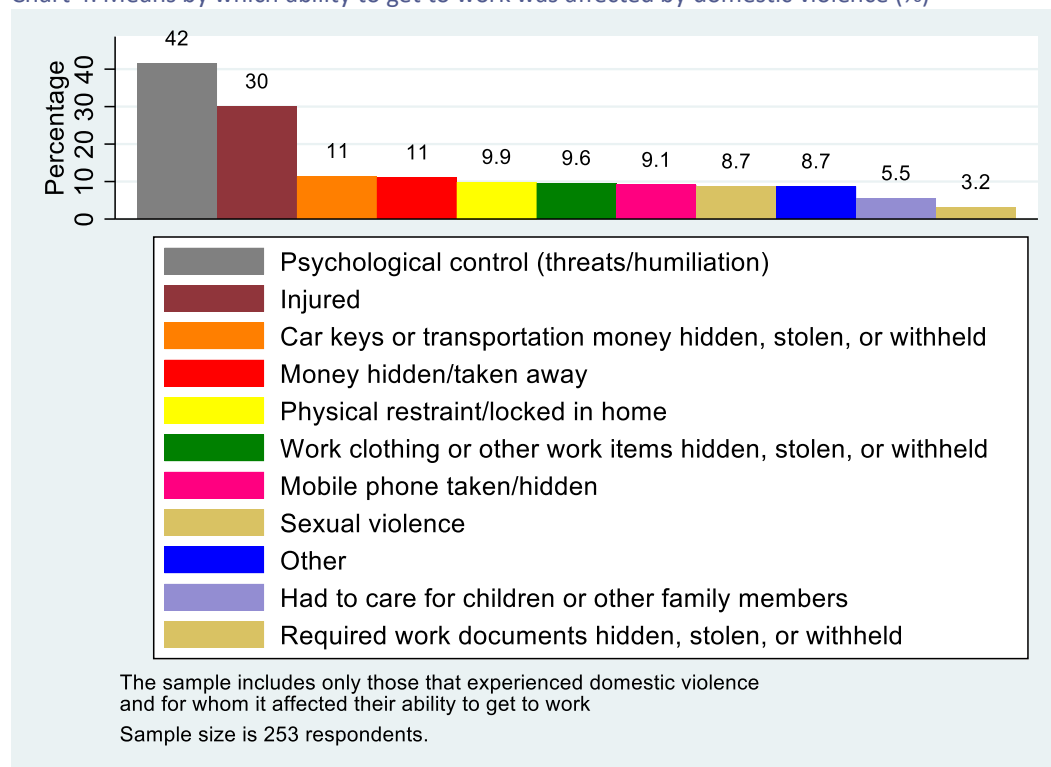


Chart 4 shows the percentage who indicated the means by which their **ability to get to work** was affected. The chart shows that the top two reasons are psychological control (42%), which includes threats, and injuries (30%). In many cases respondents report that their spouses/partners hid something from them in order to hinder them from getting to work. Around 10% also report more serious means, including physical restraint and sexual violence, while 5% or less report issues with child care or documents being hidden.

Chart 4: Means by which ability to get to work was affected by domestic violence (%)



In terms of performance on the job, respondents who had experienced domestic violence were asked if the domestic violence had ever affected their performance to the point that they lost their job or feared losing their job. Overall, 5% of respondents reported that they had **lost a job due to domestic violence**, while 30% indicated that they **feared losing their job** due to the effects of domestic violence. Finally, 24% reported having to **take time off work** because of the domestic violence.

Of those who had experienced domestic violence, 50% reported that their **work performance** had been negatively affected by the domestic violence. Chart 5 shows the percentage of respondents who experienced specific effects - for those who indicated that their work had been negatively affected by domestic violence. Overwhelmingly, respondents indicated that domestic violence caused them to be distracted (75%), unwell (68%), and/or tired (68%) at work. A smaller percentage reported that their work had been affected by injuries from domestic violence, at 19%. These findings speak to the effects of domestic violence on presenteeism and productivity at work, with employees who are stressed, unwell and/or tired not being able to function fully at their job.

In addition to their work performance being affected, 16% of those who have experienced domestic violence reported that they had experienced **domestic violence at (or near) their place of work**.

Chart 6 shows the percentage of each **type of domestic violence experience** reported at work. It is clear from Chart 6 that respondents who experienced domestic violence at work experienced it in several ways. The most prevalent type of domestic violence at work was receiving abusive phone calls and texts at 87%, with 33% reporting abusive emails and 27% reporting abusive messages on social media. The second and third highest categories involved the abusive spouse/partner stalking or harassing the respondent at or near work or physically coming to work at 57% and 44%, respectively. Over a third of respondents also reported that their spouse/partner had contacted co-workers (37%) or made threats to contact co-workers (33%) about them. Some respondents felt that not only had their own work been affected by the domestic violence, but that it had also affected the

work of their co-worker(s). Of those who had experienced domestic violence, 12% felt that the domestic violence had affected their co-worker(s).

Chart 5: Effects of domestic violence on work performance (%)

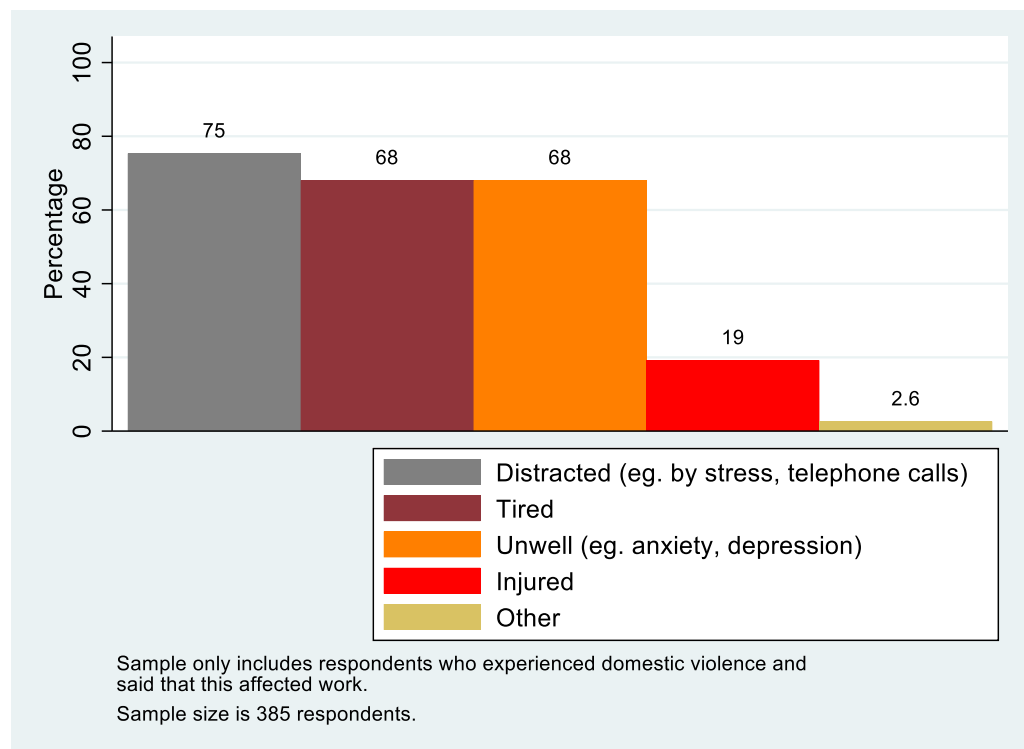


Chart 6: Types of domestic violence experiences at work (%)

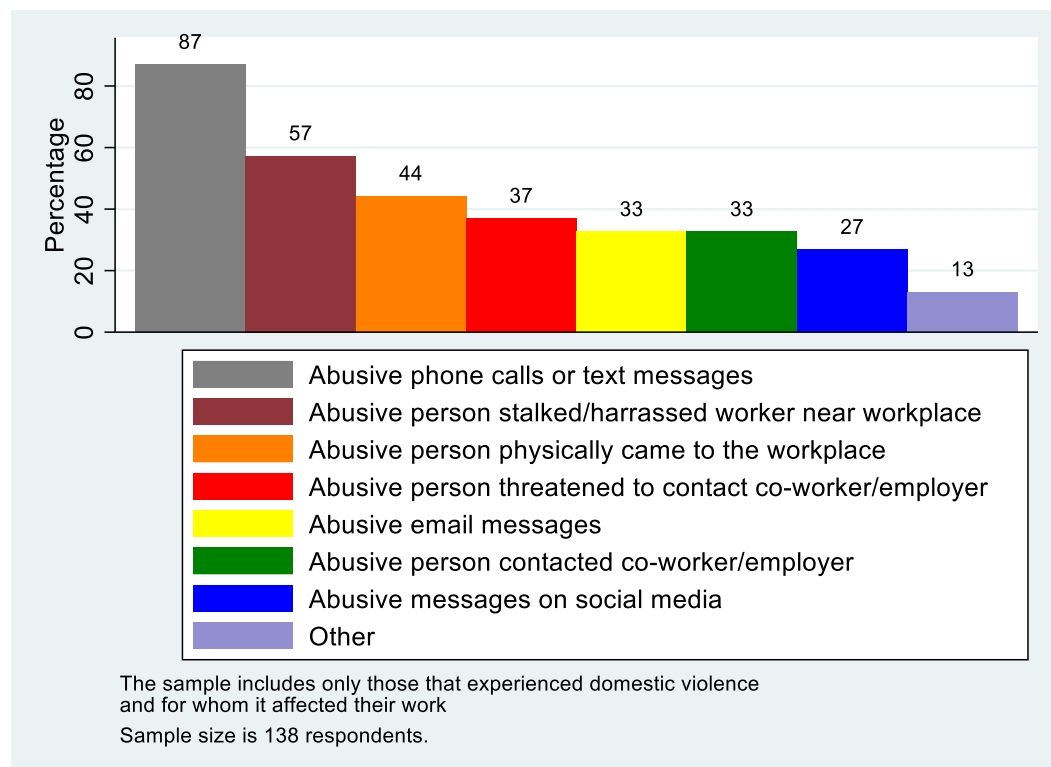
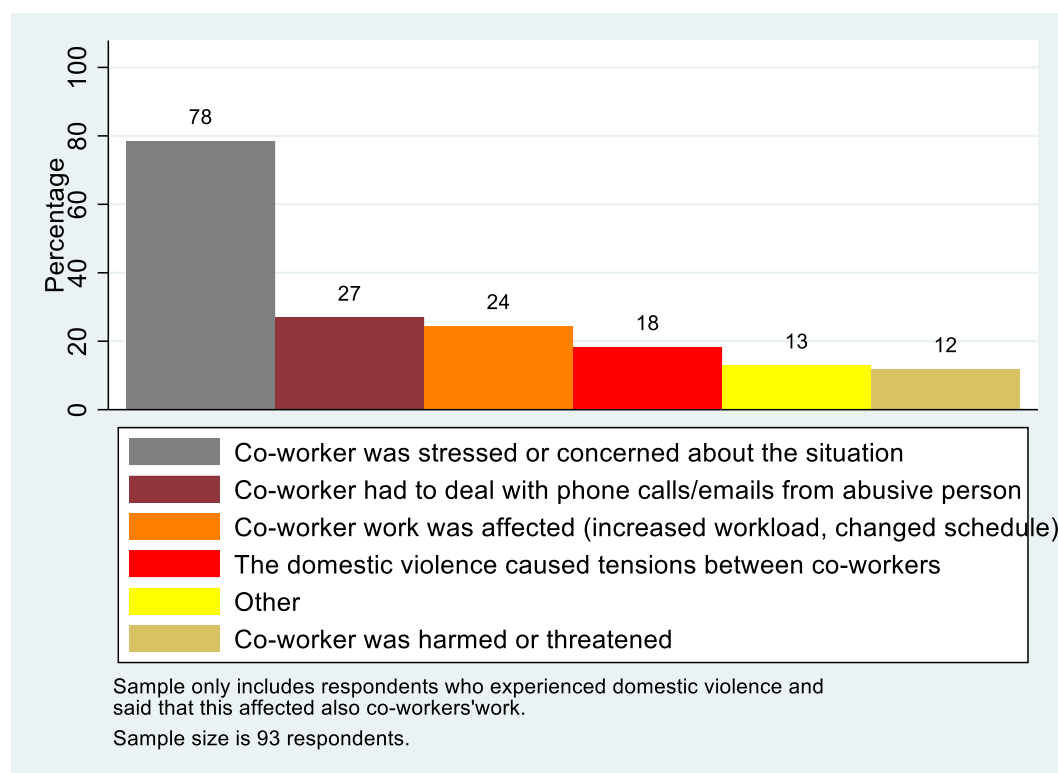




Chart 7 shows the **ways in which those respondents thought their co-workers had been affected**. Among this group, the vast majority (78%) felt that their domestic violence had caused their co-workers to be stressed or concerned; 27% indicated that their co-worker had to deal with phone calls from the abusive spouse/partner and 24% felt that their co-worker's work performance was affected. To a lesser extent did the domestic violence affect the relationship with the co-worker(s) (18%) or was the co-worker harmed or threatened (12%).

Chart 7: View of how own domestic violence affected co-workers' work (%)



#### 4.6 Effects of co-workers' domestic violence experiences on work

Those respondents who indicated that they knew of a co-worker who was experiencing or had experienced domestic violence were asked about how the co-worker's work had been affected by domestic violence as well as their own work. Over 50% of respondents think that their co-worker's work had been affected by the domestic violence, while about 20% think that their own work had been affected by their co-worker's domestic violence. The latter figure is interesting because only 12% of those who had experienced domestic violence thought that their domestic violence had affected their co-workers' work. Thus, victims of domestic violence may not fully realise the effects of their domestic violence on others in the workplace. Chart 8 goes further and separates these results by sex and shows that 58% of males think that their co-worker's work was affected, while the figure is 52% for females/others. A similar percentage of males (21%) and females/other (19%) think that their own work has been affected.

Chart 8: Percentage reporting co-workers' domestic violence affected work (female/other and male) (%)

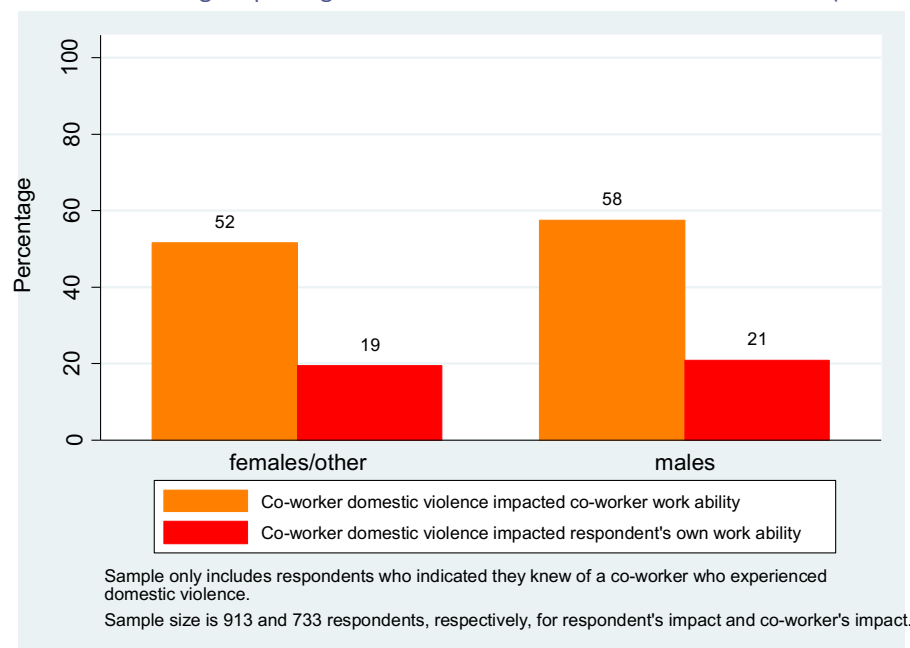
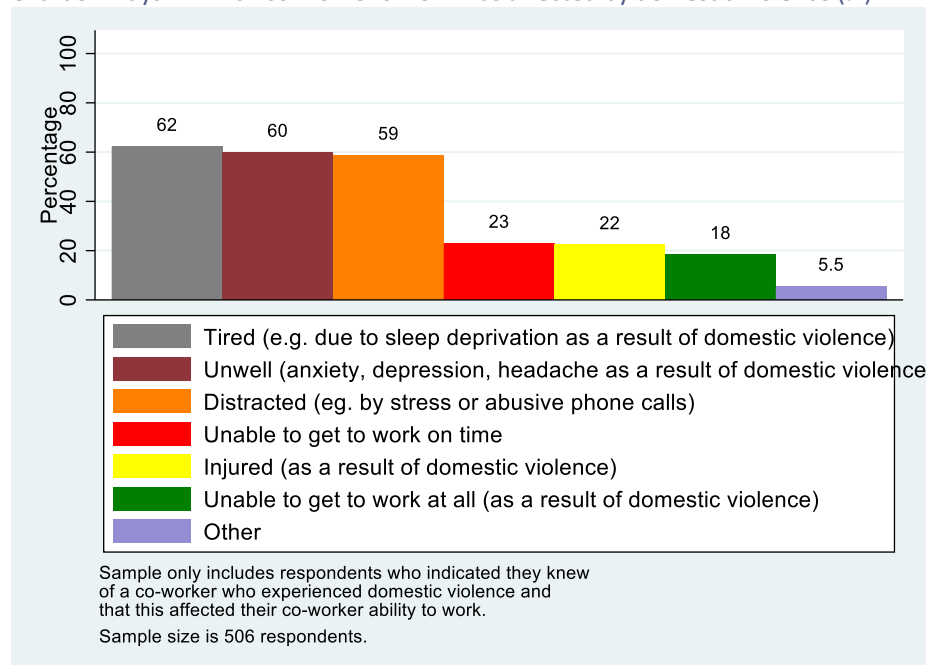


Chart 9 shows how respondents think their co-worker's work was affected.<sup>23</sup> A large majority felt that their co-workers had come to work tired (62%) or unwell (60%), or were distracted at work (59%) because of domestic violence. A smaller percentage felt that the domestic violence had caused their co-worker to be late (23%), injured (22%) or absent (18%). From these results, from the perspective of a co-worker, it appears that presenteeism issues are more significant than lateness or absenteeism.

Chart 9: Ways in which co-worker's work was affected by domestic violence (%)

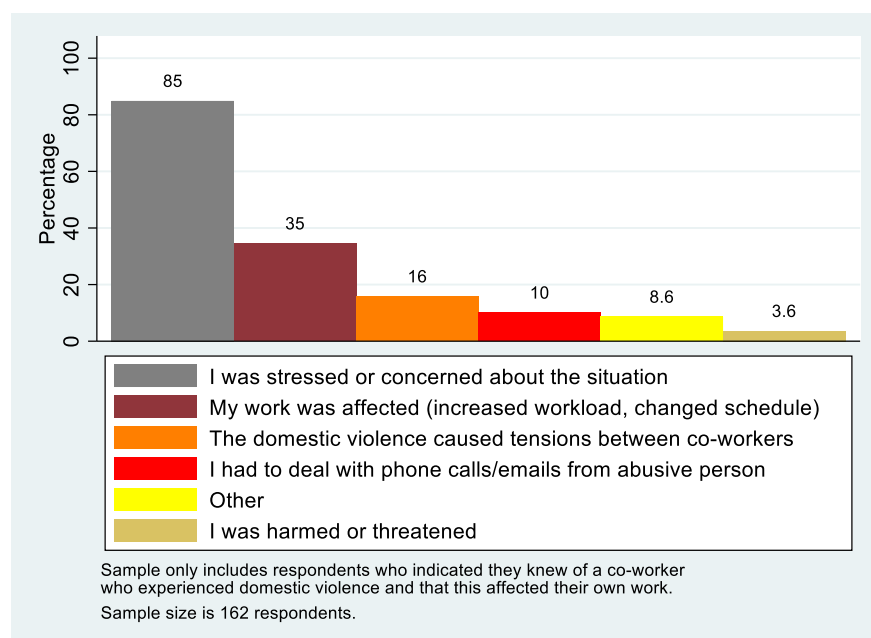


<sup>23</sup> Chart 9 combines responses for males and females/others, because the response rates did not vary by sex.

A comparison of Chart 9 with Chart 5 indicates that an employee's own view of how domestic violence has affected them at work (Chart 5) is very similar to how respondents view the effects of domestic violence on their co-worker's work (Chart 9). The rates for the top three effects are higher among domestic violence victims than observant co-workers, but the patterns are remarkably similar suggesting that these are real effects in the workplace.

Finally, Chart 10 indicates the ways in which their work was affected by a co-worker's domestic violence, among those who stated that their work was affected.<sup>24</sup> The number one factor reported was being stressed and concerned about their co-worker's domestic violence, at 85%. The next highest category reported was having one's own work affected, at 35%. Lower percentages included tension with the co-worker (16%) and phone calls from the co-worker's abusive spouse/partner (10%), with very few respondents reporting that they had been harmed or injured (<5%). These findings correlate well with those reported in Chart 7. Interestingly, a respondent is less likely to see the effects of their domestic violence on their co-worker's stress and work performance, but more likely to think that it has caused tension with their co-worker than the co-workers' think.

Chart 10: Ways in which own work was affected by co-worker's domestic violence (%)



#### 4.7 Awareness of support and discussion of domestic violence at work

This section explores how aware survey respondents were of supports available to them in the workplace as well as whether those who experienced domestic violence accessed any supports. Table 4 shows that less than two out of every ten respondents (15% of females/others and 20% of males) were aware of resources available to them in the workplace related to domestic violence. Awareness of resources available to support domestic violence victims appears to increase with age and be higher for managers, but overall is surprisingly low.

<sup>24</sup> Chart 10 combines responses from males and females/others because the response rates did not vary by sex.

Table 4: Awareness that an employer or trade union provided support for domestic violence (all survey respondents) (%)

	Male (%)	Female/Other (%)
Sex	20	15
Age		
18-35	15	12
36-46	19	16
46 and above	25	18
Job type		
Manager	26	20
Employee	16	13

Table notes: 4186 females/others and 1706 males answered the question about awareness. Sample sizes are smaller for the other demographic characteristics, due to the fact that some respondents did not answer the questions on those demographic characteristics.

Charts 11a and 11b show how respondents, who were aware of resources, became aware of them for males and females/others, respectively. Most commonly, respondents stated that they became aware through internal communications. For males, 68% indicated they became aware through internal communications, while 57% of females/others said this was the main channel of their awareness. The next highest means were through a supervisor or co-worker for both males and females/others, but these had much lower percentages. Trade unions provided very little awareness, but this may be because employees do not naturally contact trade unions for issues of domestic violence at home, despite the fact that trade unions are increasingly addressing this issue in their negotiations with employers.

Overall, it appears that the respondents had very little knowledge of supports in place and those that did mainly learned about them through email or websites.

Chart 11a: How male respondents became aware of company resources (%)

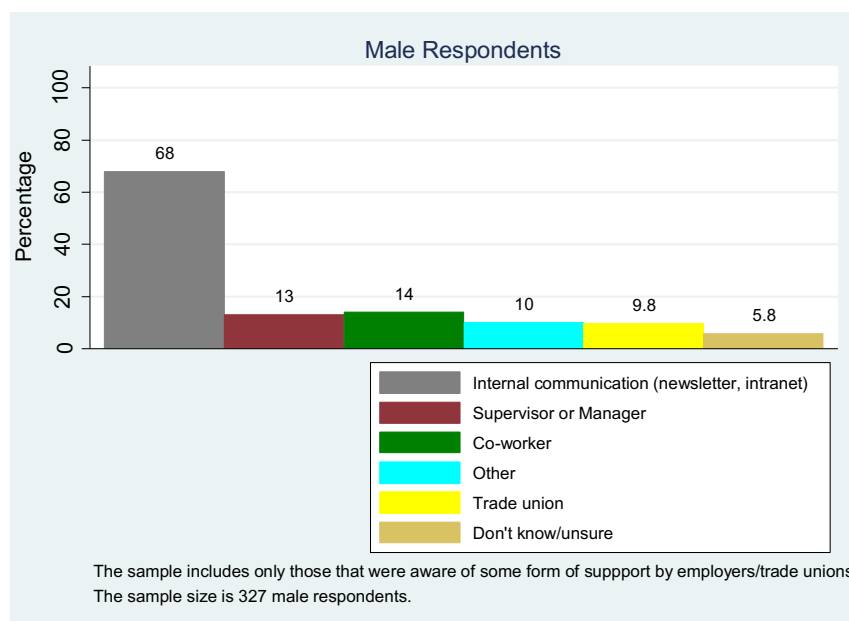
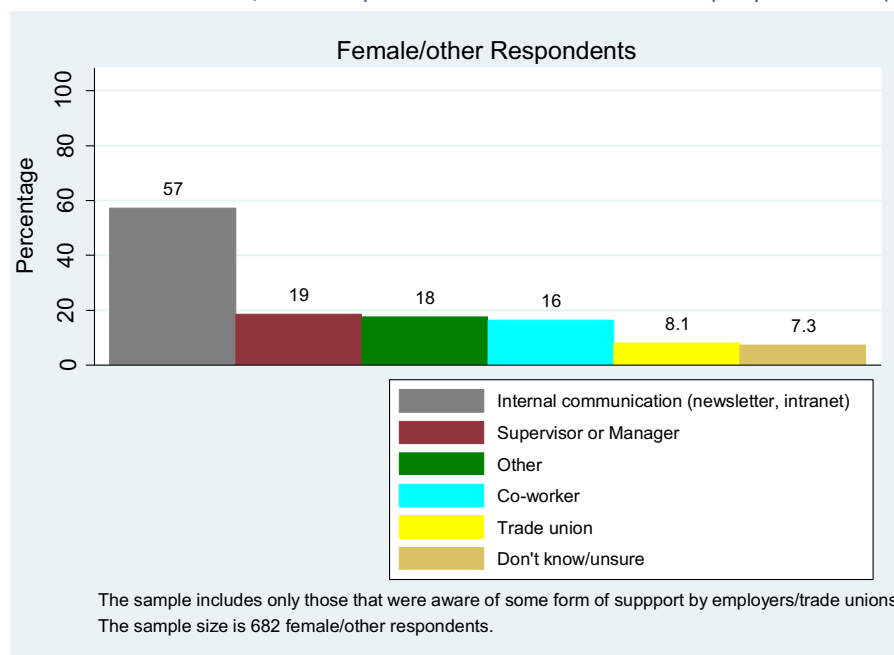


Chart 11b: How female/other respondents became aware of company resources (%)



Those who experienced domestic violence were asked about supports that they used at the workplace. Respondents were asked if they discussed their domestic violence experiences with anyone at work. Among those experiencing domestic violence, 37% indicated that they had discussed their domestic violence experiences with someone at work, while 63% said they had told no one.

Chart 12 gives the reasons why they did not discuss it with someone at work for females/others and males. For both groups, the top answer was that they thought discussing it at work was inappropriate, at 63%. The next most common reasons were fear and shame, followed by denial and fear that it would affect their job or future job prospects. A higher percentage of males reported that they thought no one would believe them, at 15%, compared to 9.6% for females/others. Very few did not speak about their domestic violence for fear of their spouse/partner harming them. Among those that did discuss their experience of domestic violence with someone, overall 85% discussed it with a co-worker, while 38% discussed it with their manager or supervisor. Less than 10% discussed it with their Human Resources department and less than 5% with a designated person to handle domestic violence situations or with their trade union.

Chart 12: Reason why an employee did not discuss domestic violence at work (%)

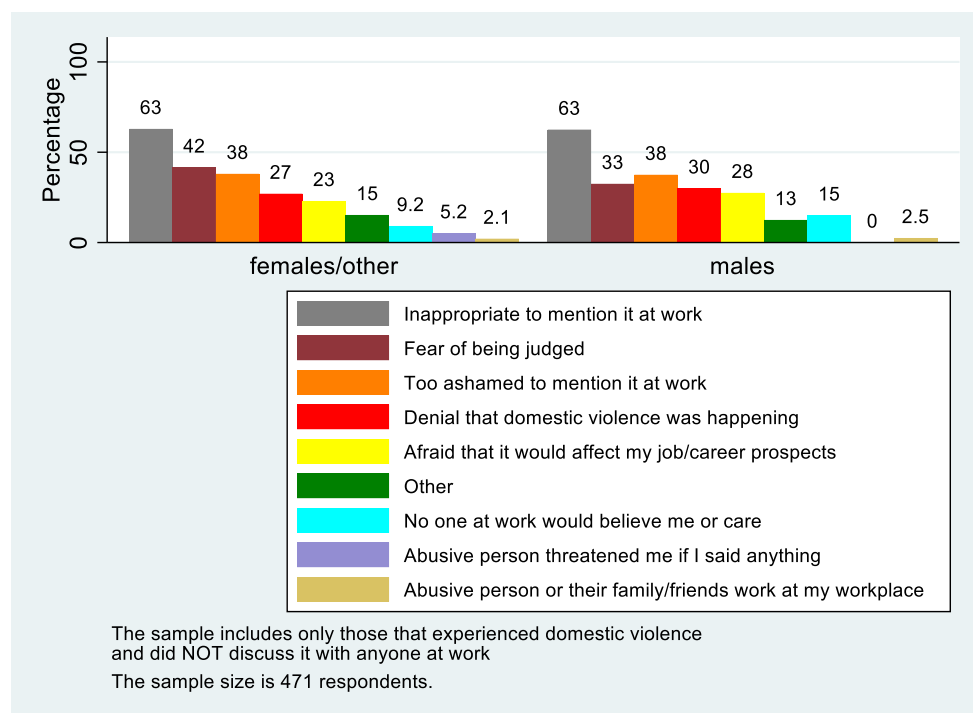
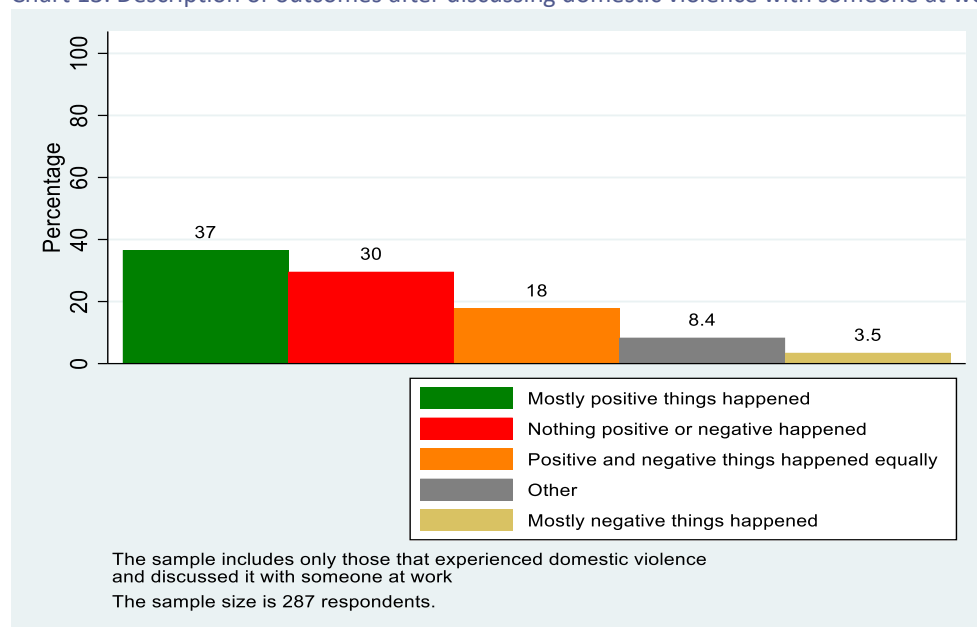


Chart 13 indicates the outcome of the discussions for those that did discuss their domestic violence experiences with someone at work.<sup>25</sup> Thirty-seven per cent reported that mostly positive things happened as a result of their discussions, while 30% reported that nothing changed and 18% reported some positive and some negative things happened. Very few reported that mostly negative things happened.

Chart 13: Description of outcomes after discussing domestic violence with someone at work (%)



<sup>25</sup> Due to the small sample size, males and females/others are combined in Chart 13.

#### 4.8 Findings related to the costs of domestic violence

As noted above, there have been only a few attempts to cost the impact of domestic violence on specific companies/workplaces. This survey was designed to try to add to that emerging literature. There are two ways to measure costs to a company that are related to domestic violence through a survey. The first method has been developed by Vara-Horna (2014, 2015) and asks all employees to document how often they have been late, absent or have exhibited presenteeism (reduced productivity) while at work over a specific time period, usually the previous month or previous year. Then those who are identified as victims of domestic violence are compared to those who have never experienced domestic violence. For example, the difference is taken between the number of absences during the period between those who have experienced domestic violence and those who have not. This difference is then attributed to domestic violence and can be costed at an average salary for the company or by specific groups depending on the demographic information in the data set. Such costs can be calculated for each of the categories: absenteeism, lateness and presenteeism where assumptions must be made about the fraction of the day attributed to lost productivity for lateness and presenteeism. These costs can then be aggregated to the company level as long as the data is representative of employee demographics at the company.

The second method, and the one followed in the 'OneinThreeWomen' survey, directly asks victims of domestic violence to report the number of times they were late or absent from work due to domestic violence. It also directly asks them if their work performance has ever been negatively affected by domestic violence. This method requires the respondents to be aware of the effects of domestic violence on their work and to be willing to self-report them. Using the self-reported absences, late times and times work was negatively affected due to domestic violence, one can then directly cost them using an average salary or the respondent's salary if available. Finally, if the data are representative of the company's demographics, then the costs can be aggregated to the company level.

Related to costs, the findings documented in the previous sections indicate that lateness, absenteeism and presenteeism can be issues for those who are experiencing domestic violence or who have experienced it in the past. In addition, these effects can be compounding. For example, among those who reported that domestic violence affected their ability to get to work, 72% indicated that domestic violence also affected their work performance negatively.

**Overall, 55% of those who had ever experienced domestic violence reported domestic violence had affected their work in at least one of the three ways - lateness, absenteeism or presenteeism.**

These findings indicate that for many employees experiencing domestic violence there are impacts at the workplace. These effects bring costs to employers through lost productivity, down-time, replacement of employees, and co-workers having to cover for domestic violence victims. It is anticipated that costs will be higher for those who are currently experiencing domestic violence compared to those who have experienced it more than 12 months ago. This can be seen by examining the above percentage of those who have experienced domestic violence who have had their work affected by domestic violence based on the timing of the violence. This yields the result that the percentage is higher for those currently experiencing domestic violence at 65%, compared to 53% who had experienced domestic violence more than 12 months ago. Here, males and

females/others have been combined, because of the small numbers who report current domestic violence by sex.<sup>26</sup>

The survey responses from the sample of respondents from the six companies participating in the survey point to indicators of costs that the companies are facing. In terms of lateness and absenteeism, 42% of those currently experiencing domestic violence and 30% of those who experienced domestic violence in the past report having had problems getting to work at some time in the past (either late or absent). In particular, in terms of lateness, 29% of current domestic violence victims and 17% of past domestic violence victims report being late because of domestic violence at some time in the past. In terms of absenteeism, 22% of current domestic violence victims and 17% of past domestic violence victims report being absent because of domestic violence at some time in the past.

Costs that are reported within a particular time frame are more relevant for costing these effects. In the survey those who indicated that they had been late (absent) were asked how many times (days) they had been late (absent) in the last 12 months. Among those who reported ever being late because of domestic violence, 63% of current domestic violence victims and 24% of past domestic violence victims were late in the last 12 months. Of those who reported being late in the last 12 months due to domestic violence, 52% of current domestic violence victims and 39% of past domestic violence victims were late more than five times. Of those reporting absences because of domestic violence, 50% of current domestic violence victims and 30% of past domestic violence victims report being absent due to domestic violence in the last 12 months. Among those who report being absent in the last 12 months due to domestic violence, 41% of current domestic violence victims and 41% of past domestic violence victims report being absent more than 5 days in the last year.

In terms of job turnover, 8% of current domestic violence victims and 4% of past domestic violence victims report having lost a job due to domestic violence. This suggests that job turnover due to domestic violence may not be a large cost to companies. However, respondents were only asked if they had ever lost a job due to domestic violence, not if they had ever left a job due to domestic violence. So the actual turnover rate may be higher. That said, 42% of current domestic violence victims and 28% of past domestic violence victims reported that they feared that domestic violence had affected their job performance so much that they might lose their job, suggesting that policies to allay these fears or help them address the domestic violence would be beneficial to their productivity.

In terms of presenteeism, there is even more evidence that domestic violence is costing workplaces through lower productivity, with 59% of current domestic violence victims and 48% of past domestic violence victims indicating that their work performance had been negatively affected by domestic violence at some time in the past. Unfortunately, the survey did not date the timing of the presenteeism issues, because respondents experiencing domestic violence were not asked to indicate when this negative performance occurred. By using the late and absent results, one can

---

<sup>26</sup> Throughout this section, males and females are combined in order to create large enough sample sizes for meaningful estimates. Due to the small number of respondents reporting domestic violence, especially current domestic violence, and the small numbers reporting the effect of domestic violence on absences, lateness and work performance, it is not possible to calculate monetary costs with any statistical confidence. Thus, the findings are presented for illustrative purposes only. .



assume that around 50-60% (25-30%) of current (past) domestic violence victims reporting negative effects on work performance experienced the negative effects in the last 12 months.

In conclusion, the survey points to the effects of domestic violence in the workplace as being more prevalent for those experiencing current domestic violence than past domestic violence. However, the effects are still there for many who experienced abuse more than one year ago. The effects are pervasive in that they affect many areas of work – lateness, absenteeism, and presenteeism or productivity at work, and these effects translate into concerns about losing jobs for the victims and extra work and stress on co-workers. Ultimately, as described elsewhere in the literature, they bring costs to companies in terms of lost output/revenue, coverage costs, turnover/replacement costs, are among the ways that domestic violence impacts on the bottom line of companies.

## 5. CONCLUSIONS AND RECOMMENDATIONS

---

The 'OneinThreeWomen' network of companies recognise their role in providing support to victims of domestic violence and in mitigating the effects of domestic violence in the workplace. Some companies have already made substantial progress in developing training and in policy development, while others are just beginning their journey in this regard. Through early intervention, information, training and support for employees, companies can play an important role in preventing domestic violence, including preventing it from escalating into repeated, serious and even fatal consequences for victims.

By taking a proactive role companies can address the impact of domestic violence in the workplace by helping managers and co-workers to detect and act on the signs of domestic violence, responding quickly and appropriately with support and assistance, and providing up-to-date information about and referrals to specialist services.

Companies in the 'OneinThreeWomen' network are already participating in training and other awareness raising through the Foundation FACE's CEASE project, funded by DG Justice and Consumers of the European Commission. Several companies have drawn up (or are in the process of drawing up) company policies and/or integrating domestic violence supports into the renewal of collective agreements on professional equality. These are exciting developments that will help to further progress on providing important supports for victims of domestic violence, enabling companies to play a crucial role in preventing domestic violence as part of the overall strategy of prevention assigned to multiple-stakeholders under the Istanbul Convention.

*"Companies need to make it easier to "find" someone to talk to about domestic abuse - and not just for women - Men are abused too and they find it very hard to discuss it."*

*"It is important to help colleagues who have these types of problems, many times we find out too late and even encourage some behaviours that can harm them; you could tell us how to act because often we are still not "disturbing or bothering the person" affected."*

## Recommendations

### 1. Continue to build company programmes to actively promote gender equality

- Underpinning all recommendations is the importance of continuing to build company programmes to actively promote gender equality.
- Male and female leaders can model how to break down gender stereotypes for all employees, and leaders can engage in efforts to work with men to promote positive social norms change about violence and masculinity.

### 2. Draw up a 'OneinThreeWomen' Toolkit to raise awareness

- A Toolkit could be a valuable awareness raising tool, using the 'recognise, respond and refer' model as an example to raise awareness amongst managers and employees domestic violence.
- Anonymised practical case studies from the 'OneinThreeWomen' network of companies depicting real life scenarios could be an effective way to raise awareness.
- This could also set out how companies can provide support services for employees, and detail what employees can expect from their companies.
- Managers and co-workers could also be given guidance on how to conduct non-judgemental and confidential conversations with victims of domestic violence.
- Also it is important to include information about specialist support services that managers or co-workers can consult if they are worried a colleague is experiencing domestic violence.

### 3. Create a network of domestic violence 'advocates' in each company

- Drawing on the experience of Kering Foundation's advocates training programme, each company can ensure that each of their workplaces has a named company employee who has received training and is able to offer confidential advice and support to affected employees.

### 4. Develop company policies on domestic violence at work

- A policy, drawn up in consultation with employees and trade unions, can set out what the company offers in terms of social assistance support, paid/unpaid leave, flexible working hours, safety planning and referrals to specialist services, amongst other provisions. The policy could include clauses on non-retaliation and confidentiality, and the roles and responsibilities of the company and line-managers.

- Working together, the 'OneinThreeWomen' companies and Fondation FACE, are well placed to draw up a best practice model policy on domestic violence to guide companies.
- Encourage companies that have already drawn up or are in the process of drawing up policies to share these policies within the network.
- The model policy should also include evidence-based methods for reviewing and evaluating the effectiveness of the policies, with scope to amend them in the future.

#### 5. Carry out training and awareness training at all company levels

- The 'OneinThreeWomen' online training currently being rolled-out by the Fondation FACE could form the basis of a training guide (complementing the Toolkit as recommended above) to assist companies in developing their own ongoing in-service training programmes.
- Training can ensure that all employees are aware of policies, procedures and supports available to them if they experience domestic violence.
- Partnership with specialist domestic violence organisations can support training and help to develop this work. Each company can draw up a plan for awareness raising programmes across all workplaces and sites, partnering with domestic violence organisations.
- Although all companies in the 'OneinThreeWomen' network have put in place systems for providing support, employees are not always aware of what is available to them or they may be reluctant to draw on these services. Breaking this silence is crucial so that employees feel safe in accessing the supports, without fearing retaliation or a breach of their confidentiality.
- Each company should draw up a plan to develop awareness raising programmes across all workplaces and sites, partnering with domestic violence organisations where relevant.

*"I believe more training should be provided to managers although I have experienced signs of domestic violence in store, I have experienced issues with mental health in store. As a manager I feel it's important myself and my management team to receive training regarding such important issues, how to recognize and deal with them."*

*“Raising awareness among the executives /assistant managers/ managers seems essential: especially regarding the employer’s duty to assist an employee.”*

## **6. Further develop employee assistance programmes**

- Company nurses, doctors, social assistants and support persons providing services through a company’s employee assistance programme / social assistance service may also need training and /or specific guidance about the effects, the warning signs of domestic violence, and how to provide effective and confidential responses.
- Employees will need regular reminders that they can seek assistance from their company employee assistance or other support programme. Companies can use internal communications avenues to ensure that these messages are widely disseminated.

## **7. Engaging men and women, including company leaders, to be champions in ending domestic violence**

- It is crucial that men and women, including company leaders, are champions in ending domestic violence.
- In particular, CEOs and senior managers can play a powerful role in helping to shape improved media reporting and awareness at a societal level; sending a strong message to employees that the company is serious about the services it is providing and/or developing.

## **8. Address risk to the workplace posed by perpetrators of domestic violence**

- With guidance from experts, companies need to carry out further work on how company managers and human resources personnel – as well as trade union representatives – can work with perpetrators of domestic violence who are employees.
- This includes conducting risk assessments in the workplace and implementing progressive disciplinary procedures, up to and including dismissal where warranted. It is also very important to learn when and how to refer employees to perpetrator treatment programmes.

## **9. Share good practices through mutual learning**

- Finally, there is an enormous potential for companies to share practical resources, good practices and learning. Regular collaborative learning seminars could promote the exchanges of information on the range of topics on new and emerging issues as they arise.
- Fondation FACE or a consortium of companies could give recognition to companies that champion domestic violence prevention and support for victims, for example, through a certification program or a ‘badge’ awarded to companies who take appropriate actions to address the problem in their workplaces and who show leadership on the issue in their communities.

## REFERENCES

---

- Ashe, S., Duvvury, N., Raghavendra, S., Scriver, S., and O'Donovan, D. (2017). *Methodological Approaches for estimating the Economic Costs of Violence against Women and Girls*. What Works. London: UK Aid.
- Bowlus, A. J. and Shannon Seitz, S. ( 2004) Domestic Violence, Employment, and Divorce, *International Economic Review*, 47 (4), 2006, 1113-1149.
- Center for Domestic violence Prevention (2013) *Economic costs of domestic violence in Uganda*. CDVP.
- Corporate Alliance to End Partner Violence (CAECV) (2005) *National Benchmark Telephone Survey on Domestic Violence in the Workplace*. CAECV.
- Department of Justice Canada (2009) *An Estimation of the Economic Impact of Spousal Violence in Canada*. Department of Justice: Ottawa.
- Duvvury et al. (2012) *Estimating the costs of domestic violence against women in Viet Nam*. Hanoi: UN Women.
- Duvvury et al. (2015) *The Egypt Economic Cost of Gender-based Violence Survey*. Cairo: UNFPA.
- European Institute for Gender Equality (EIGE) (2014) *Estimating the costs of gender-based violence in the European Union*. European Institute for Gender Equality. EIGE: Vilnius.
- European Parliament (2014) *European Parliament (2014a) Report of 31 January 2014, with recommendations to the Commission on combatting violence against women (2013/2004/INI)*. Brussels: European Parliament.
- Fundamental Rights Agency (FRA) (2015) *Violence against women: an EU-wide survey, main results*. Vienna: FRA.
- International Finance Corporation (IFC) (2019a) *The Business Case for Workplace Responses to Domestic and Sexual Violence in Fiji*. Fiji: IFC.
- International Finance Corporation (IFC) (2019b) *The impact of domestic and sexual violence on the workplace in Solomon Islands*. Solomon Islands, IFC.
- Institute for Women's Policy Research (IWPR) (2019) *Dreams Deferred: A Survey on the Impact of Intimate Partner Violence on Survivors' Education, Careers, and Economic Security*. Washington DC: IWPR.
- International Center for Research on Women (2009) *Intimate Partner Violence: High Costs to Households and Communities*. Washington DC: ICRW.
- KPMG (2016) *The cost of violence against women and their children in Australia*. Sydney: Department of Social Services.
- McFerran, L. (2011). *Safe at home, safe at work? National domestic violence and the workplace survey (2011)*. Australia: Australian Domestic and Family Violence Clearinghouse.
- Reeves, C. and O'Leary-Kelly, A.M. (2007) The Effects and Costs of Intimate Partner Violence for Work Organizations. *J Interpers Violence*. 2007 Mar; 22(3):327-44.
- Swanberg, J & Logan, Tk & Macke, C. (2005) Intimate Partner Violence, Employment, and the Workplace. *Trauma, violence & abuse*. 6. 286-312.

TUC (2016) Still just a bit of banter? Sexual harassment in the workplace. (In association with Everyday Sexism). London: Trades Union Congress.

UN Women (2016) The economic costs of violence against women. New York: UN Women.

Vara-Horna, A. (2014) Violence against women and its financial consequences for businesses in Peru. Lima: Faculty of Administrative Sciences and Human Resources, University of San Martin de Porres and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Vara-Horna, A. (2015) Violence against women and its financial consequences for businesses in Bolivia. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Pillinger, J. (2019) Toolkit on domestic violence and abuse at work: Recognise, respond and refer. London: Vodafone Foundation.

Walby, S. (2008) Costs of domestic violence, 2009 update. Lancaster: Lancaster University.

Walby, S. and Olsen, W. (2002) The impact of women's position in the labour market on pay and implications for UK productivity. London: Women & Equality Unit.

Wathen, C. N., MacGregor, J. C. D., MacQuarrie, B. J. with the Canadian Labour Congress. (2014). Can Work be Safe, When Home Isn't? Initial Findings of a Pan-Canadian Survey on Domestic violence and the Workplace. London, ON: Centre for Research & Education on Violence Against Women and Children.

WAVE (2016) Women Against Violence Europe: Fact Sheet & Statistics. Available online at: <https://www.wave-network.org/2019/03/28/wave-2016-factsheet-on-the-cost-of-violence-against-women-and-children/>

Zhang, T., Hoddenbagh, J., McDonald, S., & Scrim, K. (2012) An estimation of the economic impact of spousal violence in Canada. Ottawa: Department of Justice, Research and Statistics Division.

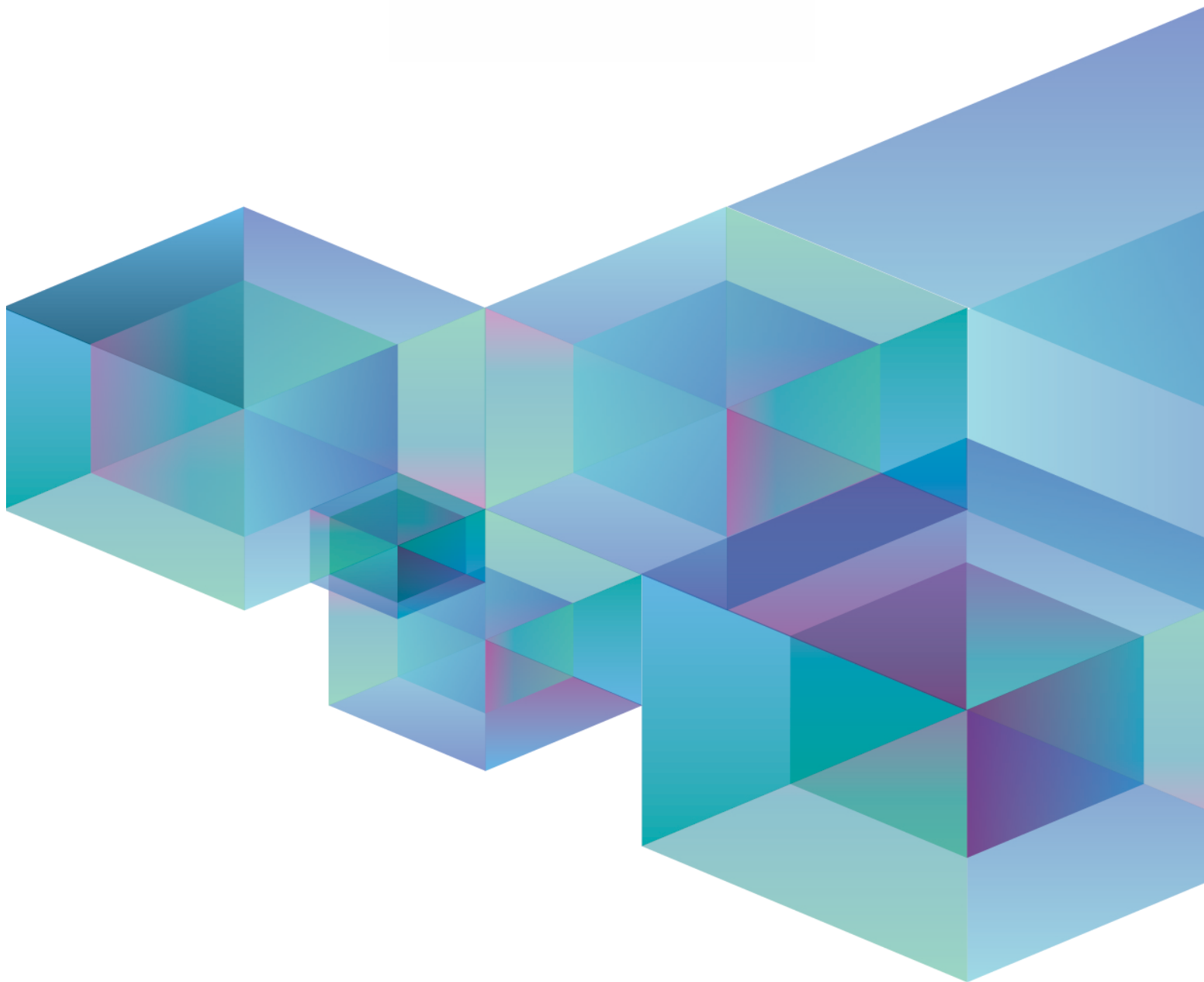






# ONE IN THREE *Women*

COMPANIES UNITED TO END  
VIOLENCE AGAINST WOMEN



L'ORÉAL

