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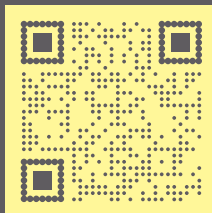


**HOW LARGE, MEDIUM-
SIZED AND SMALL BUSINESS
BENEFIT FROM THE POLICY OF
EQUALITY AND PREVENTION OF
DOMESTIC VIOLENCE**

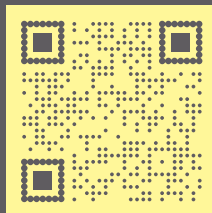
THE GUIDING PRINCIPLES

The electronic version of these Guiding Principles and the study “Gender equality and response to domestic violence in the private sector of Ukraine: call for action” can be downloaded here:

in English:



in Ukrainian:



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The research work and publication of these Guiding Principles were financially supported by the Government of the United Kingdom upon commission of the UN Population Fund (UNFPA) in cooperation with the CSR Ukraine. Materials, opinions and recommendations set forth in this publication, reflect the views of its authoresses and do not necessarily represent the official position of the Government of the United Kingdom, UNFPA or CSR Ukraine.

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ABOUT THESE GUIDING PRINCIPLES



The UN Population Fund (UNFPA) and the CSR Ukraine conducted a study “Gender equality and response to domestic violence in the private sector of Ukraine: call for action”. In view of that, we engaged human resources development departments of Ukrainian and international companies in drafting of these Guiding Principles. We are grateful to those many partners who were involved in the research work, lent their expert support and participated in interviews and working groups in the course of preparing this publication.

Until recently, the issues of gender equality and prevention of domestic violence were dealt with only by the State and by international and public associations. Participation of one of the key stakeholders, business, was lacking. Clearly, involvement of the business community and employers in addressing these issues is dictated by time and today’s challenges; besides, it will allow strengthening and expediting creation of a world of equal opportunities considerably.

It is not a secret that the theme of gender equality promotion, particularly in terms of preventing and countering domestic violence

is rather new to many business representatives. There is a need to raise awareness on, and improve understanding of, how the business sector can get involved and what first steps should be taken in that direction. Similarly, there is a demand for mainstreaming of relevant policies as a part of corporate practices. According to the study findings, a half of the respondents replied that special company policies could reduce the negative impact of domestic violence on professional life of employees, and another 53% see a personal need for the “work and life balance” corporate policies.

The above-mentioned statistics inspired us to design these Guiding Principles to promote a corporate culture of equality and assistance to domestic violence survivors. It should be taken into consideration when discussing the company staff’s well-being and development situation using the 4B model suggested in this publication.

The problems of women’s underrepresentation in top management positions, gender pay gap, occupation stereotyping, and barriers to reconciliation of career growth and family responsibilities still

IN THE UNITED KINGDOM, 86% OF MANAGERS OF MEDIUM-SIZED AND LARGE COMPANIES BELIEVE THAT THE EMPLOYERS MUST SUPPORT THEIR EMPLOYEES IN THE MATTERS OF GENDER EQUALITY AND RESPONSE TO DOMESTIC VIOLENCE

remain urgent in Ukraine. The country’s annual economic loss caused by women’s incapacity for work due to violence amounts to USD 2.4 million.

UKRAINE’S ANNUAL ECONOMIC LOSS CAUSED BY WOMEN’S INCAPACITY FOR WORK DUE TO VIOLENCE AMOUNTS TO USD 2.4 MILLION

employment and decent work for all” which are Ukraine’s commitments in the international context.

We are certain that both big

international business with its established and well-defined rules and procedures and national business that just starts paving the way to affirmation of equal opportunities for women and men will be able to benefit from this publication by providing better conditions for their employees, thus promoting their efficiency.



Jaime Nadal,
Representative of the UN Population Fund (UNFPA) in Ukraine



Maryna Saprykina,
Head, CSR Ukraine



LIST OF ABBREVIATIONS

#CEO Chief Executive Officer

#GR management
establishing relationships with public authorities
(government, regional and local authorities)

#GRI Global Reporting Initiative standards

#IFC
International Finance Corporation

#PR
public relations

#STEM
science, technology, engineering and mathematics

#UNFPA
United Nations Population Fund

#EBRD
European Bank for Reconstruction and Development

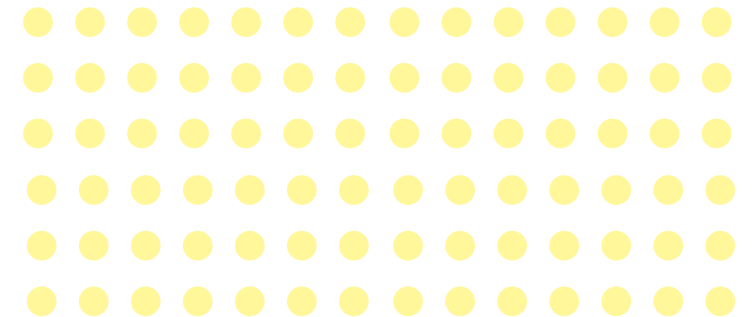
#CSR corporate social responsibility

#OECD
Organization for Economic Cooperation and Development

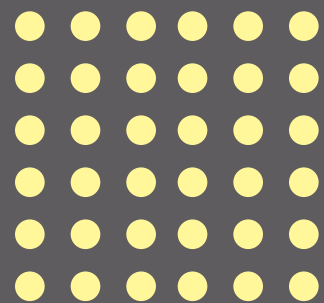
#EDGE
Economic Dividends for Gender Equality, a standard of business certification for gender equality

#UN
United Nations

#ILO International Labour Organization



GLOSSARY



CHILDCARE LEAVE

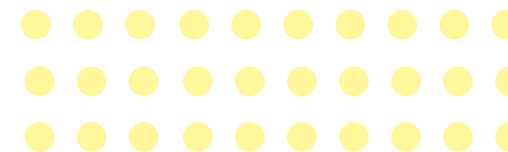
a leave granted to a woman (as desired) to care for a child until three years of age after completion of a maternity leave. Such a leave may be used in full or in parts also by the child's father, grandmother, grandfather, or other relatives actually looking after the child, or by a person who adopted, or took custody of, the child, one of foster parents or caregivers. As desired, such a person may work on the part-time basis or at home [1].

GENDER

socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for women and men [2].

GENDER EQUALITY

equal legal status of women and men and equal opportunities for enjoying it, which allows persons of either sex to take equal part in all spheres of societal life [3].



GENDER MAINSTREAMING

a project planning method considering the needs of women and men.

SEX-BASED DISCRIMINATION (GENDER DISCRIMINATION)

a situation where a person and/or a group of persons suffers restriction in recognition, exercise or enjoyment of rights and freedoms or privileges on the grounds of sex that were, are and may be actual or alleged, in any form established by the Law of Ukraine "On the Principles of Preventing and Countering Discrimination in Ukraine" [4], unless such restrictions or privileges have a lawful, objectively substantiated goal the ways of achieving which are proper and necessary [5].

GENDER-BASED APPROACH

processes of assessing any planned activity, programme and strategies from the viewpoint of their impact on women and men.

DOMESTIC VIOLENCE

acts (actions or omissions) of physical, sexual, psychological or economic violence perpetrated in the family or in the household, or between relatives or former or current spouses, or between other persons who cohabit (used to cohabit) as one family but are not (were not) in a family or marriage relationship, regardless of whether the perpetrator of the domestic violence resides (resided) in the same place as the person affected, as well as the threats of committing such acts [6].

GLOSSARY >>

DOMESTIC VIOLENCE OCCURS
IN FOUR FORMS [7]:

PHYSICAL VIOLENCE

a form of domestic violence involving slaps, kicks, pushing, pinching, lashing, biting as well as unlawful imprisonment, beating, snorting, bodily harm of varying severity, leaving in danger, not assisting a person in a life-threatening condition, causing death, committing other violent offences.

PSYCHOLOGICAL VIOLENCE

a form of domestic violence involving verbal abuse, threats, including against third parties, humiliation, harassment, intimidation, other acts aimed at restricting the will of the individual, reproductive control, if such acts or omissions made the survivors fear for their own safety or that of third parties, have caused emotional uncertainty, an inability to protect themselves or harmed the mental health of the person.

SEXUAL VIOLENCE

a form of domestic violence involving any sexual act committed against an adult without their consent or against the child regardless of their consent, or committed in the presence of a child, coercion to a sexual act with a third party, and other offences against sexual freedom or sexual integrity of a person, including those committed against or in the presence of a child.

ECONOMIC VIOLENCE

a form of domestic violence that includes the deliberate deprivation of housing, food, clothing, other property, money or documents, or prevention from using them, leaving without care or assistance, obstructing access to necessary treatment or rehabilitation services, prohibition to work, forced labour, prohibition to study and other economic offences.

**PREVENTION
OF DOMESTIC
VIOLENCE**

a system of measures taken by executive authorities, local governments, enterprises, institutions and organizations as well as by Ukrainian citizens, foreigners and stateless persons lawfully staying in Ukraine, and aimed to raise awareness of society concerning the forms, causes and consequences of domestic violence, to shape an intolerant attitude to a violent model of behaviour in private relationships and a non-indifferent attitude to survivors, first of all to children survivors, and to eradicate discriminatory perceptions of social roles and responsibilities of women and men as well as any customs and traditions grounded thereon [8].

**VIOLENCE
AGAINST WOMEN**

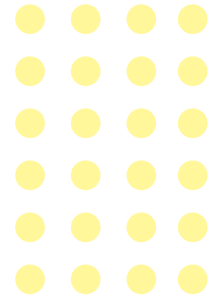
a violation of human rights and a form of discrimination against women that means all acts of gender-based violence against women which result in, or are likely to result in, physical, sexual, psychological or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (the term "women" includes girls under the age of 18) [11].

PERPETRATOR

the person who committed domestic violence in any form [9].

**SEX-BASED
VIOLENCE
(GENDER
VIOLENCE,
GENDER-BASED
VIOLENCE)**

acts aimed against persons because of their sex, or customs or traditions common in a society (stereotyped perceptions of social functions (status, responsibilities, etc.) of women and men), or acts concerning mainly persons of a certain sex or affecting them disproportionately, which cause physical, sexual, psychological or economic harm of suffering, including threats of such acts, whether occurring in public or in private life [10].



GENDER-BASED VIOLENCE AGAINST WOMEN

violence that is directed against a woman because she is a woman or that affects women disproportionately [12].

POSITIVE ACTIONS

special temporary measures having a lawful, objective substantiated goal aimed at adjusting a legal or actual imbalance between opportunities of women and men in exercising the rights and freedoms enshrined by the Constitution and laws of Ukraine [15].

SEXUAL HARASSMENT

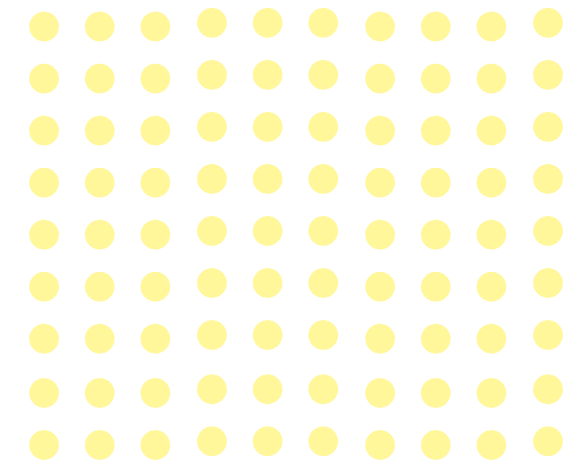
sexual acts expressed verbally (threats, intimidation, scurrilities) or physically (touching, patting) which humiliate or offend persons in the state of work, service, material or other subordination.

SURVIVOR OF DOMESTIC VIOLENCE (SURVIVOR)

a person who has experienced domestic violence in any form [13]. Children who witnessed domestic violence in any form are also recognized as survivors [14].

‘GLASS CEILING’

the term used to illustrate a hidden barrier in the labour market which restricts women’s promotion at work for causes not related to their professional qualities, and demonstrating unequal distribution of men and women at different levels within the same occupation.



THE ISSUE OF GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE: RELEVANCE TO COMPANIES



Human capital in the modern world is a competitive advantage. Employers are searching for the best ones all the time, spending their time and resources to develop and retain them. However, people can easily be lost, for example, because of discrimination or failure to observe the rights provided for by laws.

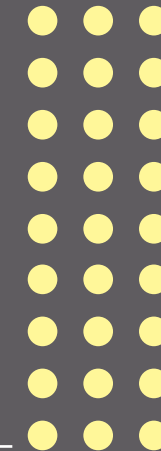
Employers are indisputable leaders of trust for people — 75% of employees trust their company in the matters of improvement of living standards both in their country and their community [17]. Therefore, companies should in turn guarantee protection of human rights, including gender equality, prevent domestic violence [18], and shape an adequate corporate culture of support and assistance, as well as a work and life balance, granting childcare leaves to fathers.

75%
OF EMPLOYEES TRUST THEIR COMPANY IN THE MATTERS OF IMPROVEMENT OF LIVING STANDARDS BOTH IN THEIR COUNTRY AND THEIR COMMUNITY

GENDER INEQUALITY:

257 YEARS [19]
WILL TAKE TO CLOSE THE GLOBAL GENDER PAY GAP (WHEN WOMEN ARE PAID LESS)

IN EUROPE, WOMEN MAKE UP HALF OF COMPANY STAFF THOUGH ONLY **17%** OF WOMEN HOLD TOP MANAGEMENT POSITIONS [21]

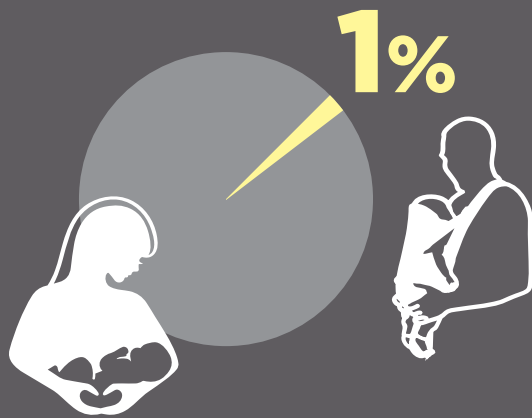


IN THE GLOBAL GENDER GAP INDEX, UKRAINE RANKED **59TH** IN 2019. THE INDEX EVALUATES ACHIEVEMENT OF GENDER EQUALITY BY 153 COUNTRIES [20]

IN UKRAINE, GENDER PAY GAP IS **22,8%** (IN THE FIRST QUARTER OF 2019) [22]

FAMILY POLICIES:

MOST COMPANIES IN UKRAINE **HAVE NO** POLICIES AIMED TO SUPPORT MALE AND FEMALE EMPLOYEES WITH FAMILY RESPONSIBILITIES



ONLY **1%** OF MEN TOOK PARENTAL LEAVE IN UKRAINE THOUGH ABOUT A HALF OF MEN (**46%**) KNOW ABOUT SUCH LEAVE [24]

MEN IN UKRAINE SPEND **15** HOURS PER WEEK ON HOUSEHOLD WORK COMPARED TO **29** HOURS SPENT ON IT BY THEIR WIVES [23]



DOMESTIC VIOLENCE:

EVERY FIFTH WOMAN IN UKRAINE [25] EXPERIENCES DOMESTIC VIOLENCE



24% MALE AND FEMALE OFFICE EMPLOYEES ARE SURVIVORS OF DOMESTIC VIOLENCE, AND **16%** OF THEM STAY AT HOME WHILE **10%** CHANGE THE PLACE OF EMPLOYMENT BECAUSE OF DOMESTIC VIOLENCE [26]

20% OF SURVIVORS DISCUSS THEIR PROBLEM AT WORK [27]



40% OF WOMEN SURVIVORS DO NOT SEEK HELP THINKING THAT THEY WILL MANAGE THE SITUATION THEMSELVES AND THAT FEW COULD HELP THEM [28]



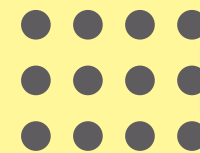
600

WOMEN DIE OF VIOLENCE IN UKRAINE PER YEAR [29]

UKRAINIAN POLICE RECORD MORE THAN **100 THOUSAND** APPLICATIONS EVERY YEAR, **80%** OF THEM BEING FROM WOMEN AND GIRLS

UP TO **103.5 THOUSAND** WORKING DAYS ARE LOST ANNUALLY BY THE UKRAINIAN ECONOMY DUE TO TEMPORARY DISABILITY OF DOMESTIC VIOLENCE SURVIVORS [30]

VIOLENCE COSTS UKRAINE **USD 208 MILLION** ANNUALLY (ODESA OBLAST BUDGET) [31]



COMPANY MANAGERS AND HR EXECUTIVES SHOULD REALIZE IMPORTANCE OF GENDER EQUALITY AND DOMESTIC VIOLENCE THEMES, DEVELOP RELEVANT POLICIES, AND APPLY NEW PRACTICES, IN PARTICULAR INFORM THAT A COMPANY CONFESSES ZERO TOLERANCE TO GENDER INEQUALITY AND DOMESTIC VIOLENCE; COLLECT AND SHARE THE CONTACTS THAT WILL HELP THE SURVIVOR TO DEFEND HER/HIMSELF AND UPHOLD HER/HIS RIGHTS; DELIVER INTERNAL TRAININGS AND EMPLOY A MALE/FEMALE PSYCHOLOGIST. SEE THE "UKRAINIAN 4B MODEL" SECTION FOR MORE DETAILS ABOUT THESE STEPS.

IMPLEMENTING THE POLICY ON GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE PROVIDES MANY OPPORTUNITIES TO BUSINESS:

THE COMPANY'S POSITIVE IMAGE:

HIGHER TRUST TO THE COMPANY, INVOLVEMENT OF TALENTED MALE/FEMALE EMPLOYEES, BETTER CORPORATE CULTURE



THE EMPLOYER'S ATTRACTIVE BRAND:

INVOLVEMENT OF TALENTED MALE/FEMALE EMPLOYEES, REDUCED STAFF TURNOVER AND RELATED COSTS, SUPPORTING THE EMPLOYEES' ASPIRATION FOR PROFESSIONAL DEVELOPMENT [32], STRONGER WORKFORCE COHESION



HIGHER COMPETITIVENESS:

INCREASED LABOUR PRODUCTIVITY DUE TO THE FEELING OF PROTECTION AND HIGHER STRESS RESISTANCE; EVERY DOLLAR SPENT ON A MALE/FEMALE EMPLOYEE'S MENTAL HEALTH GENERATES UP TO 9 DOLLARS IN PROFIT [3] WHEREAS **ONE DOLLAR** INVESTED IN PREVENTION OF VIOLENCE MEANS **5-20 DOLLARS** SAVED IN THE FUTURE [34]



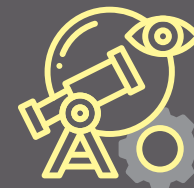
BETTER WORK WITH PARTNERS AND CUSTOMERS:

ATTRACTION OF, AND EFFICIENT WORK WITH, INVESTORS (IFC, EBRD, ETC.)



NO FINES OR SANCTIONS:

FRENCH COMPANIES FAILING TO COMPLY WITH THE PROVISIONS OF THE 2014 LAW ON EQUALITY OF RIGHTS OF WOMEN AND MEN MAY BE EXCLUDED FROM THE LIST OF SUPPLIERS FOR PUBLIC PROCUREMENT





UKRAINIAN LEGISLATION AND INTER- NATIONAL STANDARDS

ACCORDING TO THE LEGISLATION OF UKRAINE, THE EMPLOYER IS REQUIRED TO:

- create working conditions that would enable women and men undertake labour activities on equal terms;
- offer women and men the opportunity to combine work with family responsibilities;
- provide equal pay to women and men of given their equal qualification and equal working conditions;
- take measures to provide working conditions safe for life and health;
- take measures to prevent sexual harassment and other manifestations of sex-based violence and to provide protection against them [35];
- offer the opportunity of working on the part-time basis to women having children under 14 years of age or a child with disability, to pregnant women, for care for a diseased family member according to a medical opinion [36] as well as of working at home or on the part-time basis [39] during childcare leave [37], particularly to men [38];
- when concluding collective contracts [40], include articles about equal rights and opportunities of women and men, and appoint a **gender focal point** — an advisor to the enterprise/structural unit manager (on a pro bono basis).

EMPLOYERS ARE PROHIBITED TO [41]:



OFFER EMPLOYMENT ONLY TO WOMEN OR ONLY TO MEN IN JOB ADVERTISEMENTS

SET DIFFERENT REQUIREMENTS TO AGE OF MALE/FEMALE CANDIDATES IN ADVERTISEMENTS

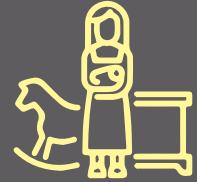


DEMAND FROM JOB SEEKERS INFORMATION ABOUT THEIR PERSONAL LIFE, PARTICULARLY THEIR CHILDBIRTH PLANS



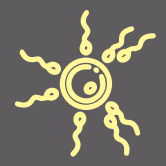
EMPLOYERS MAY TAKE POSITIVE ACTIONS AIMED AT ACHIEVING BALANCED REPRESENTATION OF WOMEN AND MEN IN VARIOUS FIELDS OF WORK AS WELL AS AMONG VARIOUS EMPLOYEE CATEGORIES [42]. THEREFORE, THE FOLLOWING ACTIONS ARE NOT REGARDED AS SEX-BASED DISCRIMINATION:

SPECIAL PROTECTION OF WOMEN DURING PREGNANCY, DELIVERY AND BREASTFEEDING, FOR EXAMPLE ADDITIONAL BREAKS TO FEED A BABY UNDER 1.5 YEARS OF AGE, AS WELL AS WHEN HIRING PREGNANT WOMEN AND WOMEN HAVING CHILDREN UNDER 3 YEARS OF AGE



STATUTORY DIFFERENCE IN PENSION AGE FOR WOMEN AND MEN

SPECIAL REQUIREMENTS ON OCCUPATIONAL SAFETY FOR WOMEN AND MEN RELATED TO THEIR REPRODUCTIVE HEALTH CARE [43]

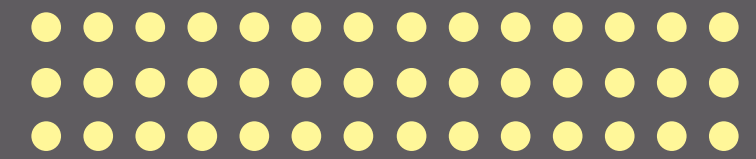


THE LEGISLATION OF UKRAINE ALLOWS A FATHER TO TAKE:

PARENTAL LEAVE TO CARE FOR AN UNDER-3 CHILD ONCE THE MOTHER'S MATERNITY LEAVE IS OVER (56 DAYS FROM DELIVERY) [44]. DURING SUCH LEAVE THE JOB IS RETAINED, THE LEAVE PERIOD IS INCLUDED IN EMPLOYMENT DURATION RECORD, HOWEVER THE LEAVE IS UNPAID

CHILDCARE SICK LEAVE [45]

14-DAY UNPAID LEAVE DIRECTLY UPON CHILDBIRTH [46]



INTERNATIONAL EXPERIENCE


UN GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS [47] INCLUDE GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE IN THE HUMAN RIGHTS CONCEPT, THEREFORE COMPANIES SHOULD IMPLEMENT THE PRINCIPLE OF DUE DILIGENCE AS REGARDS RESPECT FOR HUMAN RIGHTS IN THE COMPANY AND BY ITS PARTNERS.


INVESTORS ALSO STRENGTHEN THEIR DOCUMENTS AND POLICIES, FOR EXAMPLE IFC INCLUDED IN ITS STANDARDS SPECIAL QUESTIONS FOR COMPANIES AS REGARDS OVERCOMING GENDER-BASED VIOLENCE.

ILO VIOLENCE AND HARASSMENT CONVENTION REVIEWS COOPERATION BETWEEN COMPANIES AND GOVERNMENTS, SETS THE FIRST COMMON STANDARDS FOR ELIMINATION OF VIOLENCE AND HARASSMENT, AND REQUIRES EMPLOYERS TO ENSURE BOTH PSYCHOLOGICAL AND PHYSICAL SAFETY OF EMPLOYEES. IT COVERS ALL ECONOMIC SECTORS AND APPLIES TO PLACES WHERE PEOPLE ARE DURING THEIR WORK, INCLUDING WHEN THEY USE THE INTERNET.

SOME COUNTRIES HAVE ALREADY ADOPTED BINDING PROVISIONS FOR COMPANIES:


 **NEW ZEALAND**
RIGHT TO PAID LEAVE FOR SURVIVORS OF DOMESTIC VIOLENCE


 **CANADA, THE NETHERLANDS**
LEGAL OBLIGATION OF COMPANIES TO PREVENT VIOLENCE AND SEXUAL HARASSMENT


 **INDIA**
LEGAL OBLIGATION OF COMPANIES TO ESTABLISH AT THE WORKPLACE COMMITTEES TO ADDRESS COMPLAINTS OF SEXUAL HARASSMENT, INCLUDING REPRESENTATIVES OF EMPLOYERS AND EMPLOYEES


 **FRANCE**
WORKPLACE NEGOTIATIONS ON GENDER EQUALITY INVOLVING REPRESENTATIVES OF EMPLOYERS AND EMPLOYEES


IN MANY COUNTRIES, LEGISLATION ALLOWS A FATHER TO TAKE CHILDCARE LEAVE


 **SWEDEN**
OUT OF 480 DAYS OF CHILDCARE LEAVE, 60 MUST BE TAKEN BY THE FATHER, OTHERWISE THESE 60 DAYS ARE NOT COUNTED WHEREAS THE FAMILY RECEIVES LESS ALLOWANCES. THE REST OF THE LEAVE CAN BE DIVIDED BETWEEN THE PARENTS AT THEIR DISCRETION


 **NORWAY**
EACH OF THE PARENTS CAN SPEND 98 DAYS ON SUCH LEAVE. BESIDES, THE PARENTS HAVE 126 DAYS OF PAID LEAVE THAT THEY MAY DIVIDE BETWEEN THEM


 **UNITED KINGDOM**
THE MOTHER MUST STAY WITH THE BABY ONLY FOR THE FIRST 14 DAYS UPON CHILDBIRTH, THEN THE PARENTS MAY ALTERNATE OR CARE FOR THE BABY TOGETHER DURING 334 DAYS


 **POLAND**
FIRST 98 DAYS OF LEAVE ARE FOR WOMEN, AFTER WHICH THEY CAN BE REPLACED BY THE FATHER. TWO WEEKS OF CHILDCARE LEAVE ARE INTENDED FOR MEN ONLY

 **PORTUGAL**
THE FATHER IS REQUIRED TO TAKE PAID CHILDCARE LEAVE FOR AT LEAST 5 DAYS, OTHERWISE A FINE IS IMPOSED

 **SPAIN**
IF A WOMAN SPENT MANDATORY 6 WEEKS WITH HER BABY AND RETURNS TO WORK, HER HUSBAND MAY REPLACE HER AND SPEND UP TO 10 WEEKS ON LEAVE

 **ICELAND**
FATHERS MAY TAKE 3 MONTHS OF CHILDCARE LEAVE ON EQUAL TERMS WITH WOMEN

 **JAPAN**
MEN MAY BE ON SUCH LEAVE FOR THE WHOLE YEAR [48]

 **THE EUROPEAN UNION DEVELOPED A DIRECTIVE ON WORK-LIFE BALANCE (2019):**
OUT OF 4 MONTHS OF MATERNITY LEAVE, EACH OF THE PARENTS MAY TAKE 2 MONTHS. BESIDES, ALL PARENTS OF CHILDREN UP TO 8 YEARS AND CARERS ARE ENTITLED TO REDUCED WORKING DAY, REDUCED WORKING HOURS, AND FLEXIBLE WORK SCHEDULE [49]

UKRAINIAN MODEL 4B:

A SUGGESTION FOR UKRAINE IS THE 4B MODEL THAT CONSISTS OF 4 STAGES FOR IMPLEMENTING THE GENDER-BASED APPROACH AND MEASURES TO PREVENT DOMESTIC VIOLENCE:

- BE AWARE**
- BRING ABOUT A RESPONSE**
- BUILD EFFECTIVE PARTNERSHIPS**
- BE ABLE TO MEASURE**

THE TABLE PROVIDES ONLY ESSENTIAL INFORMATION ABOUT THE MODEL. SEE THE FOLLOWING SUBSECTIONS FOR MORE DETAILS OF THE IMPLEMENTATION STAGES AND EXAMPLES.



1. BE AWARE

GOAL Prevent gender inequality and domestic violence through identification of potential risks in the company

STEPS AND QUESTIONS

- What does gender equality mean to the company?
- What does domestic violence mean to the company?
- How can one find out the gender equality and domestic violence situation in the company?
- What should the company do to recognize importance of these issues?

ACTIONS

1. Establish a working group
2. Collect data and undertake a survey to understand the company situation
3. Review the company's strategic documents for consideration of gender equality and prevention of domestic violence

RESPONSIBLE ENTITIES

Management, CSR Committee, HR department, PR department, CSR section, compliance section

RESULT

Preconditions created to prevent gender inequality and domestic violence through identification of potential risks

2. BRING ABOUT A RESPONSE

Implement policies and procedures that protect male and female staff

- What is the current state of affairs in the company? What has the survey demonstrated?
- What policies and procedures are lacking in the company to protect its male and female staff?
- What should be done for the policies and procedures to be accepted and complied with by the staff?

1. Develop a follow-up action plan: policy, programme or strategy
2. Deliver trainings and master classes on gender equality and prevention of domestic violence
3. Integrate gender-based approaches in operational processes
4. Appoint a gender focal point
5. Focus on the company products, communication and marketing campaigns
6. Implement a system to address ideas and complaints concerning gender equality
7. Inform on the implemented approaches and policies

Management, HR department, PR department, CSR section, other department managers

Policies and procedures actively used by male and female staff and protecting them implemented

3. BUILD EFFECTIVE PARTNERSHIPS

Launch a partnership with other organizations to promote gender equality and prevent domestic violence, take part in international initiatives, and involve its partners and suppliers

- What partnerships does the company have to help its male and female staff?
- Does the company extend its policies and programmes to suppliers and other partners?
- Which information campaigns and alliances is the company involved in?
- How can we improve the situation in communities?

1. Establish partnerships with relevant organizations
2. Work with partners and suppliers
3. Support international campaigns on promotion of gender equality and prevention of domestic violence

Management, HR department, PR department, marketing department, regional office managers, supplier department, CSR section, compliance section, GR section

The company launches partnerships with other organizations, takes part in international initiatives, and involves its partners and suppliers in promotion of gender equality and prevention of domestic violence

4. BE ABLE TO MEASURE

Company reporting and demonstration of managerial decision impacts (e.g. greater transparency, better brand perception, better well-being of staff and community life)

- How does the company measure efficiency of policy implementation?
- Does the company have enough indicators? Do the indicators demonstrate the company activity impact?
- Are such indicators sufficient to the company stakeholders?

1. Undertake data collection within a relevant (pre-defined) time period
2. Report on the defined indicators within a relevant (pre-defined) time period
3. Communicate the results inside and outside the company

Management, CSR Committee, HR department, PR department, GR section, CSR section, compliance section

The company reports on the defined indicators and demonstrates impact of its decisions on staff and communities

STAGE 1 BE AWARE



GOAL

PREVENT GENDER INEQUALITY AND DOMESTIC VIOLENCE THROUGH IDENTIFICATION OF POTENTIAL RISKS IN THE COMPANY

QUESTIONS THAT SHOULD BE ANSWERED IN THIS STAGE:

- **WHAT DOES GENDER EQUALITY MEAN TO THE COMPANY?**
- **WHAT DOES DOMESTIC VIOLENCE MEAN TO THE COMPANY?**
- **HOW CAN ONE FIND OUT THE GENDER EQUALITY AND DOMESTIC VIOLENCE SITUATION IN THE COMPANY?**
- **WHAT SHOULD THE COMPANY DO TO RECOGNIZE IMPORTANCE OF THESE ISSUES?**

THE COMPANY'S ACTIONS:

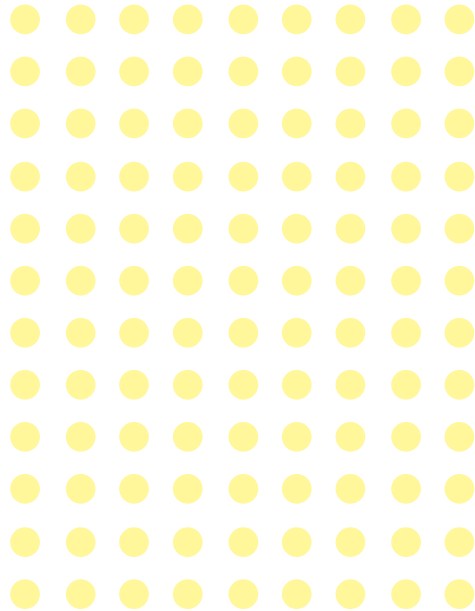
- 1 ESTABLISH A WORKING GROUP**
- 2 COLLECT DATA AND UNDERTAKE A SURVEY TO UNDERSTAND THE COMPANY SITUATION**
- 3 REVIEW THE COMPANY'S STRATEGIC DOCUMENTS FOR CONSIDERATION OF GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE**

STAGE 1. BE AWARE >> THE COMPANY'S ACTIONS

1 ESTABLISH A WORKING GROUP

Relevant internal stakeholders should be invited to take part in the **working group**, including the management, HR department, security service, compliance section, legal section, internal communications section, PR department, and representatives of trade unions and workforce.

The working group should recognize relevance of the issues of gender equality and prevention of domestic violence to the company, formulate a way forward, define each department's degree of involvement and an expected result, potential vulnerable groups and channels of communication with them.



2 COLLECT DATA AND UNDERTAKE A SURVEY TO UNDERSTAND THE COMPANY SITUATION

In this stage, it is important to understand the current situation as well as the impact of gender inequality and domestic violence upon the corporate culture and the company in general. It is worth to invite external male and female experts to collect information.

Data collection can concern the following:

- the number of women and men with whom employment agreements and contracts are signed;
- the number of employed women and men, particularly working in “non-stereotypical” female or male occupations (e.g. women as system administrators, or male cleaners, male secretaries, male office managers);
- the number of women and men in medium- and top-level management positions;
- the number of women and men who were promoted last year, received bonuses or wage increase, or those included into the personnel reserve;
- earnings / labour remuneration of a woman and a man for work in the same positions;
- the number of trainings and other educational activities as well as the number of male and female workers (broken down by sex and position) who underwent such training and take part in mentoring programmes;
- the proportions of women and men in the company management, existence/absence of sex-based discrimination including the issue of family responsibilities: the number of childcare leaves taken by men and women (broken down by sex), permissions to work remotely, etc.

THE WORKPLACE GENDER EQUALITY AGENCY (AUSTRALIA) [50] HAS THE FOLLOWING QUESTIONS TO EVALUATE THE ACHIEVEMENT OF GENDER EQUALITY BY COMPANIES:

- Are the principles of gender equality promotion aligned with the company's strategic priorities?
- Does the company report on these matters?
- Does the company prevent workplace gender discrimination, sexual harassment and bullying?
- Does the company support workers who experienced domestic violence?
- Does the company apply a gender lens to all policies and strategies?
- Does the company apply a gender lens to all everyday operations?
- Does the company apply a gender lens to mergers, acquisitions and restructures?
- Does the company promote gender-based approaches in the society and community?

3 REVIEW THE COMPANY'S STRATEGIC DOCUMENTS FOR CONSIDERATION OF GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE

As one of the important effects entailed by implementation of the gender-based approaches in the company's work, the company's rating can grow amid enhanced investor confidence. For example, IFC is supporting gender equality certification in its partner companies since 2018 [51] because these aspects have already become strategic factors of business success.

The company should review its key documents, including strategies and policies, and incorporate the gender-based approaches and domestic violence prevention aspects in such documents, inter alia in:

- the company's development strategy (drafting of a gender strategy, involvement of male and female staff in its drafting, monitoring and communications);
- the company's code of ethics;
- HR policy (policies of non-discrimination and equal rights in the workplace, in staff recruitment, in career development and promotion, compensations and bonuses, in granting of childcare leaves, in support for reconciliation of work and family responsibilities, and in the matters of health and safety at work);
- CSR policy;
- communication policy;
- policy on labour protection and safe working conditions;
- marketing policy;
- procurement policy (trainings for suppliers, quotas on procurement of products/services from the companies owned by women or manufactured/rendered by domestic violence survivors of domestic violence);
- policy of working with stakeholders;
- policy of working with local communities (assessment of product impact on men and women, support for women and girls in communities);
- human rights policy;
- risk assessment policy;
- other policies.

STAGE 2 BRING ABOUT A RESPONSE



GOAL

IMPLEMENT POLICIES AND PROCEDURES THAT PROTECT MALE AND FEMALE STAFF

QUESTIONS THAT SHOULD BE ANSWERED IN THIS STAGE:

- WHAT IS THE CURRENT STATE OF AFFAIRS IN THE COMPANY? WHAT HAS THE SURVEY DEMONSTRATED?
- WHAT POLICIES AND PROCEDURES ARE LACKING IN THE COMPANY TO PROTECT ITS MALE AND FEMALE STAFF?
- WHAT SHOULD BE DONE FOR THE POLICIES AND PROCEDURES TO BE ACCEPTED AND COMPLIED WITH BY THE STAFF?

THE COMPANY'S ACTIONS:

- 1 DEVELOP A FOLLOW-UP ACTION PLAN: POLICY, PROGRAMME OR STRATEGY
- 2 DELIVER TRAININGS AND MASTER CLASSES ON GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE, UNDERGO CERTIFICATION
- 3 INTEGRATE GENDER-BASED APPROACHES IN OPERATIONAL PROCESSES

- 4 APPOINT A GENDER FOCAL POINT
- 5 FOCUS ON THE COMPANY PRODUCTS, COMMUNICATION AND MARKETING CAMPAIGNS
- 6 IMPLEMENT A SYSTEM TO ADDRESS IDEAS AND COMPLAINTS CONCERNING GENDER EQUALITY
- 7 INFORM ON THE IMPLEMENTED APPROACHES AND POLICIES

STAGE 2. BRING ABOUT A RESPONSE >> THE COMPANY'S ACTIONS

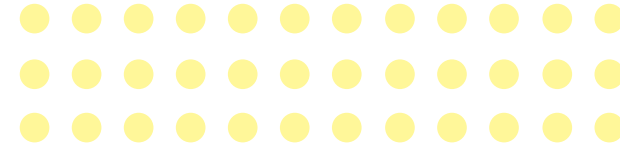
1 DEVELOP A FOLLOW-UP ACTION PLAN: POLICY, PROGRAMME OR STRATEGY

Once the survey has been completed, it is worth to undertake an analysis and design the follow-up actions in the form of policies, programmes, or strategies. International experts recommend developing a **gender strategy** [52] which:

- outlines the company's gender quality vision and importance of gender equality to the company as well as the commitments the company assumes;
- demonstrates a link to the business strategy;
- includes measurable objectives and the company's work directions to achieve the objectives; data collection; assessment of risks associated with the objectives and ways to manage them (the objectives should be discussed with stakeholders);
- is integrated with all functions and levels of the organization.

● ● ● CABI.ORG DESIGNED GENDER BALANCE INDICATORS GROUPED UNDER SEVEN KEY AREAS [53] WHICH CAN HELP DRAFT A GENDER POLICY

- **policies:** introducing a policy of response to discrimination and sexual harassment; amending the terms of reference of the company board subject to the need to promote a policy of gender quality and respect for other attributes (age, disability, social origin, etc.);
- **data collection:** number of staff, particularly managers of all levels, disaggregated by sex and by full-time/part-time;
- **pay equity:** analyzing earnings by sex and pay level; identifying wage gaps and strategies to overcome them; analyzing starting salaries by sex;
- **measuring effectiveness of flexible work practices:** availability of flexible work schedules to staff; number of staff using flexible work practices; number of staff using childcare leaves; number of staff returning to work after childcare leave; number of staff exiting the organization 12-24 months after the return;
- **policies for recruitment and promotion:** ensuring representation of both sexes (where feasible) among the interview panel members; recruitment of women and men; number of external and internal male and female candidates shortlisted for senior management posts;
- **evaluation and development:** formal job evaluation and performance review process; staff participation in leadership/development and mentoring/sponsorship programmes by sex; indicators included in annual targets;
- **mechanisms for communication and information:** annual reporting on achievement of gender equality targets; commitment of top managers to promote gender equality as a part of the business strategy; anonymous staff survey on attitudes to gender equality, changes and achievements; feedback from staff to evaluate effectiveness and impacts of gender-based approaches.



To prevent domestic violence, companies should develop a specific policy or combine it with a gender strategy, highlighting the following points:

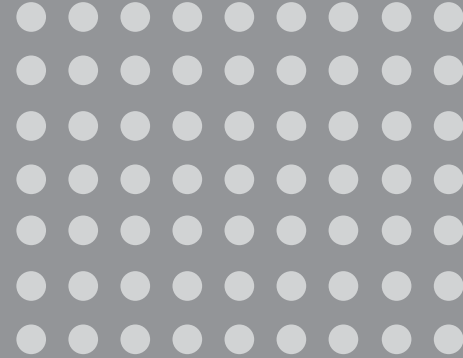
- what domestic violence is, what its forms and manifestations are;
- why this theme is important to the company, and how domestic violence affects the company's indicators;
- a clear stance on inadmissibility of domestic violence, on support for its survivors and on taking measures against perpetrators as appropriate;
- on consequences for those male and female employees who misbehave at and outside the workplace, in particular disciplinary liability and criminal liability for commission of domestic violence;
- on seeking to create a safe workplace culture grounded on mutual support, enabling the survivors to talk openly about difficult problems without any fear of stigma or bullying and allowing other colleagues to help them;
- recommendations on follow-up actions for male or female employees who are survivors or perpetrators and realize that;
- responsible persons in the company for the implementation of the policy who will be the first contact for the male and female employees in need of help;
- a list of partner organizations that can be approached on financial matters, health care and housing issues, as well as for legal aid to ensure enforcement of prohibition or restriction notices or restrictive measures [54].

● ● ● **EXAMPLES OF MEASURES THE COMPANY CAN TAKE TO PROTECT AND SUPPORT ITS STAFF:**

- granting paid and unpaid leaves (time off and sabbaticals for physical and mental recovery);
- establishment of a flexible work schedule (to provide an opportunity for applying for help/advise, appealing to a court, etc.);
- introduction of a workplace safety policy;
- escorting of persons from/to a public transport stop, or to a court as required;
- monitoring of phone calls (given a survivor's informed consent);
- deletion of the names of users being actual or potential survivors, particularly of persecution, from an automated phone directory;
- recording of emails containing threats (given a survivor's informed consent);
- reintegration of the colleagues who were on a maternity leave or childcare leave for a certain period, experienced domestic violence, burned out, etc.;
- possible storage of important documents, certain sums of money, a phone, and personal necessities in the company's safe (to support the survivor's personal security plan);
- work with a male or female psychologist hired by the company for its staff (it is desirable to have such meetings outside the office). Psychological counselling can be included in the health care package.

STARLIGHT UKRAINE COMPANY
ADOPTED "10 TASKS" TO BE
COMPLETED BY JULY 2020:

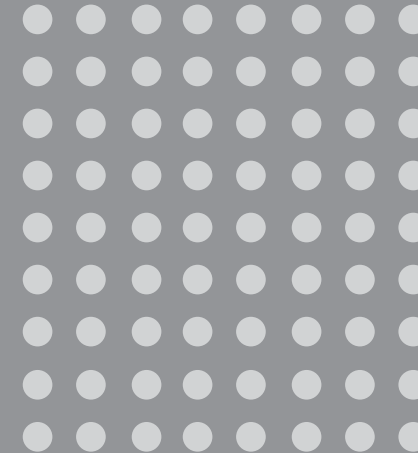
1. Introduce a policy of non-discrimination and equal opportunities that shall be communicated to staff and potential employees in working statements when entering employment.
2. Provide additional support to one of the parents who decided to take a childcare leave or who seeks to combine raising of babies with work: help equip a workplace at home, offer a flexible schedule and additional benefits.
3. Design and implement a number of measures and policies to reduce broadcasting of gender stereotypes in advertisements and content in the group's channels.
4. Employ more women in the positions and professional fields that were traditionally stereotyped in men's favour.
5. Introduce gender-balanced recruitment and interviews without questions about personal plans, marital status, marriage responsibilities, plans concerning pregnancy and childcare, etc.
6. Use gender neutral language and images in job descriptions.
7. Promote raising awareness of staff, particularly managers, on non-discrimination and equal rights. Deliver trainings on zero tolerance to all forms of violence on an annual basis.



8. When procuring, record the companies owned or managed by women, and set the targets of the amount of procurement from, and/or percentage of partnership with, the firms owned by women.
9. Support public advocacy campaigns and forums on respect for women's rights, local or global organizations, or other initiatives concerning gender equality and empowerment of women.
10. Collect and analyze data specifying the cases of discrimination and the corrective actions taken; publish a progress report annually.

STATE FARM INSURANCE COMPANY
HELPS SURVIVORS OF DOMESTIC
VIOLENCE

by developing security plants, providing special parking lots, granting leaves and establishing flexible work schedules to allow its employees to attend court sessions, find new accommodation, or receive medical care, as well as by recording messages that contain threats.



VODAFONE INTRODUCED A POLICY
TO PROVIDE 10 DAYS PAID 'SAFE
LEAVE' TO SURVIVORS

A few mobile apps have been developed to access police in case of domestic violence, including TecSOS (it has helped more than 100,000 survivors in five countries), a directory app enabling users to locate their nearest support centre by searching their area, postcode or current location (it has been downloaded in the UK more than 10,000 times, and now being rolled out in other countries). The company has also supported gender-based violence hotlines in South Africa and Kenya. In 2019, the company has financed a study that has found that every third working person (37%) had experienced domestic violence substantially affecting their career progression.

Vodafone has implemented ReConnect Programme [58] to help 1,000 individuals return to work after a career break, and has introduced 16 weeks maternity leave. The company plans to ensure the 40% percentage of women in top management roles, become the best employer of women in the world by 2025, and connect 50 million more women to narrow the gender connectivity gap (women in low- and middle-income countries are 10% less likely to use a mobile phone than men).

STAGE 2. BRING ABOUT A RESPONSE >> THE COMPANY'S ACTIONS

2 DELIVER TRAININGS AND MASTER CLASSES ON GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE, UNDERGO CERTIFICATION

Trainings on gender equality and prevention of domestic violence should be developed for the company staff, including managers, and for partners and suppliers wherever practical. Besides, some modules may be included in the existing training programmes, particularly health-improvement ones, where their female and male participants will be able to learn not only about their organism and self-care but also about their rights, personal boundary rules, and impact of violence on their physical and mental condition.

- ● ● **THE NATIONAL HEALTH SERVICE (NHS)**, ONE OF THE LARGEST EMPLOYERS IN THE UNITED KINGDOM,

raised awareness of its staff on domestic violence issues by training of about 1.3 people. The Service has designed a new internal policy according to which its staff can use a flexible work schedule, medical services, and paid/unpaid leaves. The organization's website provides an explanation concerning support for survivors of domestic violence.

- ● ● **KERING FOUNDATION** (OWNER OF BRANDS SUCH AS GUCCI, SAINT LAURENT, BOTTEGA VENETA, ALEXANDER MCQUEEN, BRIONI, ETC.)

The Foundation's work aims to support organizations that provide comprehensive services to women and work with young men and boys to combat violence against women. The Foundation became one of the initiators of "One in Three Women", the first European network of companies combating domestic violence. Besides, it designed a three hour long training session to raise staff's awareness about domestic violence and about support that survivors can receive in the company (the session has already been delivered in the Foundation branches in Italy, the UK, the USA, and China).

- ● ● **SUTEKS GROUP** EMPHASIZES IN ITS STAFF REGULATIONS THAT IT IS INTERESTED IN ACHIEVING GENDER EQUALITY AND IN COUNTERING EFFECTIVELY ALL KINDS OF VIOLENCE, INCLUDING DOMESTIC

Every individual is expected to read that document and express their consent with its text by signing it when entering employment. Training on mobbing is delivered annually (including discussion of possible methods of combating all kinds of gender-specific and domestic violence).

Survivors of domestic violence are provided with a procedure of confidential appeals to the HR department. In the following stages, the case is considered by the internal ethics committee. The company offers the opportunity of obtaining legal advice for free, attending counselling sessions with a male or female psychologist, or receiving direct financial assistance (e.g. the company covers transportation expenses for movement to a new home). Besides, the company covers half of the expenses of its employees incurred on addressing all their psychological problems.

The Group plans to amend the staff recruitment process, in particular to include another test which will analyze the applicant's tendency to commit violence [60].

STAGE 2. BRING ABOUT A RESPONSE >> THE COMPANY'S ACTIONS

3 INTEGRATE GENDER-BASED APPROACHES IN OPERATIONAL PROCESSES

Such integration of gender-based approaches is often called **gender mainstreaming**. It is a method of project planning with account for the needs of women and men within which any planned activity, programme and strategies are assessed for their impact upon women and men. Questions for managers and HR staff are as follows:

- Do the goals of the suggested activities meet interests of men and women?
- Is the balance of interests ensured among target group representatives in the establishment of working groups (except for “positive or special activities for a certain sex” as corrective activities to achieve gender equality, for example promotion of paternal leave among fathers)?
- Do the designed performance indicators of the suggested activities include a gender perspective and are they disintegrated by sex?
- Does budgeting consider interests of the target group representatives?

4 APPOINT A GENDER FOCAL POINT

Managers should understand how they will treat cases of gender inequality and domestic violence manifestations, therefore the company should develop recommendations as regards: (1) **specifics of communication with applicants**, (2) **national legislation and complaint filing procedures**.

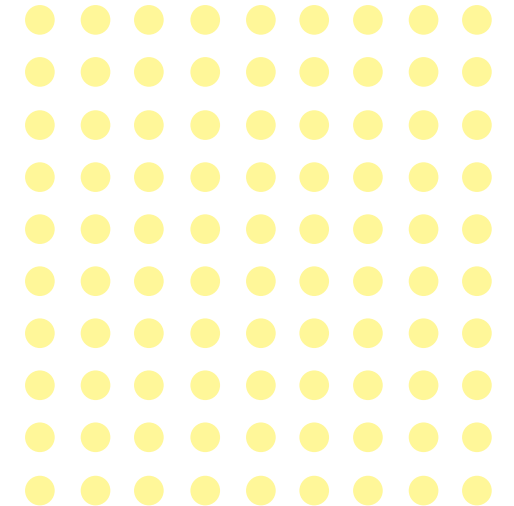
To achieve the envisaged goals effectively, it is worth to appoint a person responsible for gender-related matters — **a gender focal point** who has taken appropriate training.

Besides, the company should introduce **reports on implementation of the gender strategy**. There are companies in Ukraine already that report according to the GRI standards which include gender equality indicators, however it is not yet sufficient for understanding the situation in the company.

To demonstrate the highest level of its commitments, the company can undertake certification on gender equality — EDGE standard that has already been achieved, inter alia, by SAP, L'Oréal, OECD, EBRD, IFC, and IKEA [59]. In Ukraine, a method of self-assessment has also been designed in 2019 for STEM companies, hence any company can submit an application to the STEM coalition and undertake self-assessment as part of the Best Company for Women project.

- ● ● **KERING FOUNDATION** (OWNER OF BRANDS SUCH AS GUCCI, SAINT LAURENT, BOTTEGA VENETA, ALEXANDER MCQUEEN, BRIONI, ETC.)

Considering a great interest of staff, a one-day course was designed to train “in-house advocates” on the following issues: how to support survivors from among the company staff and refer them to dedicated institutions. The email addresses and phone numbers of such “in-house advocates” were published on the intranet. The company carries out monitoring of their work: employees fill out a source questionnaire at the training and another questionnaire in six months to find out how effectively the “advocates” do their job in and outside the company. The trainings were adapted for the Foundation’s executive committee. The Foundation cooperates with top managers of all its brands and their HR departments to deliver further trainings and search for “internal advocates” in all the brands.



STAGE 2. BRING ABOUT A RESPONSE >> THE COMPANY'S ACTIONS

5 FOCUS ON THE COMPANY PRODUCTS, COMMUNICATION AND MARKETING CAMPAIGNS

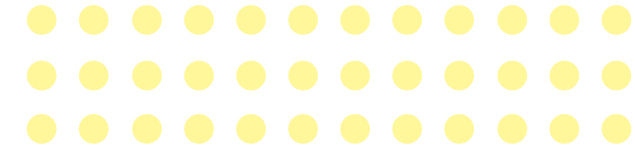
A product design, an advertising campaign, or a marketing play can affect the societal perception of gender equality and domestic violence, namely support their condemnation or, quite the opposite, their deeply-rooted perception. Therefore, to avoid any adverse influence on the society and prevent entrenchment of stereotypes, one should start treating the advertising content more attentively. If the a company's advertising product is deemed discriminatory or sexist the product may be banned, or the company may be fined. For example, in 2017, the Dolce & Gabbana advertisement where a woman in a corset is pinned to the ground by the wrists by a half-naked man while two other men are watching that with a detached glance was withdrawn from rotation in Italy though the designers assured that their photos are stylized as the Napoleonic period works of art, particularly by French painters Eugene Delacroix and David. Another controversial advertisement of the brand forced a fashion show to be canceled in 2018 in China. Many other brands (e.g. Puma) were also accused of using sexualized images or sexual or other violence against women to advertise their goods and services.

There is already a practice of non-discriminatory advertising standards in the world [61], and such a standard has also been adopted in 2011 in Ukraine [62]. It applies to all types of advertising, and contains basic criteria to determine if it is discriminatory, first of all on the grounds of sex. Advertisements are assessed, in particular, in terms of their content and the level of the product's perception by consumers, hence if an advertisement is found to be discriminatory it must be adjusted or its dissemination must be stopped. Compliance with these requirements is monitored by the Industrial Gender Committee on Advertising.

Besides, **the current legislation directly prohibits discrimination [63] and provides for fines for ordering and discriminatory content of advertisements.** Some courts have already issued rulings to fine companies, on the claims filed by the State Service of Ukraine on Food Safety and Consumer Protection, for advertising their shops' products under sexist slogans like "She took a loan, not what you have thought about", or "Present an apple and steam a carrot" (a retail chain's advertisements).

In Ukraine, the Ministry of Social Policy (MSP) is a specially designated central executive authority on ensuring equal rights and opportunities of women and men. In order to respond effectively to people's complaints and appeals concerning the sex-based discrimination, the Expert Council of Preventing and Combating Sex-Based Discrimination works under MSP which includes representatives of MSP, the Ministry of Justice, the Ministry of Foreign Affairs, the Ministry of Information Policy, a representative of the Ukrainian Parliament Commissioner for Human Rights for observance of equal rights and freedoms, and gender experts from international and non-governmental organizations. The Expert Council's mandate includes examination of appeals on sex-based discrimination in advertisements and elimination of the violations found in them, including through legal action.

Hence, when developing products and services in advertising and marketing campaigns, one should adhere to gender-based approaches, avoid using sexist wordings and images, or even include key postulates concerning gender equality and prevention of domestic violence.



● ● ● CARLING BLACK LABEL, A BEER BRAND,

conducted the #NoExcuse campaign in South Africa in 2018 to raise awareness of consumers, predominantly men, concerning the fact that three women die every day at the intimate partner's hand, and to urge not to commit domestic violence.

In parallel, the idea of positive masculinity was 'spun'. The campaign increased the positive perception of the brand by 86% and covered 45 million people due to social media.

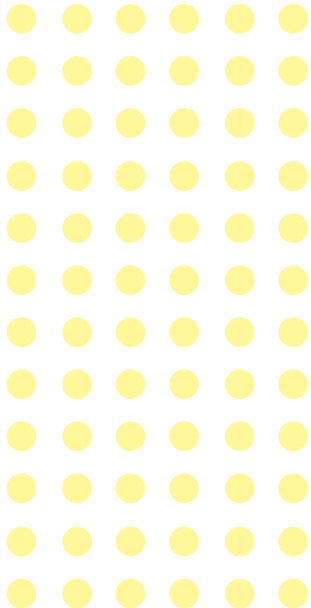
● ● ● IN VERIZON WIRELESS, A US COMPANY DELIVERING WIRELESS COMMUNICATION SERVICES, 50% OF STAFF ARE FEMALE

The company has introduced a few training courses. Survivors of domestic violence are offered the opportunity of dialing emergency call numbers from cell phones. The company collects old, unnecessary or broken cell phones from people. Cards with 3,000 free minutes are then put into those of them that are operable, and such phones are passed out to survivors of domestic violence via specialized organizations. Non-functioning phones are recycled, and the proceeds from the recycling are used to provide cash grants to survivors [64]. The survivors employed at the company can be offered a flexible work schedule, a protected workplace, and guards accompanying them to their cars.

STAGE 2. BRING ABOUT A RESPONSE >> THE COMPANY'S ACTIONS

6 IMPLEMENT A SYSTEM TO ADDRESS IDEAS AND COMPLAINTS CONCERNING GENDER EQUALITY

The company should have **an effective complaint handling system** (hotline, anonymous email), pursuant to which the investigation procedures, the complainant's confidentiality and protection policies and the prohibition of retaliation rules are designed; besides, legal aid to survivors should be provided. Trade unions can become partners of state-owned companies in such activities.



● ● ● **MANY FOREIGN COMPANIES HAVE A PROGRAMME OF ASSISTANCE TO THEIR MALE AND FEMALE STAFF, WHICH INCLUDES A 24/7 HOTLINE. A PERSON CALLING THE HOTLINE IS OFFERED ONE SESSION WITH A MALE OR FEMALE PSYCHOLOGIST MAJORING IN THE SURVIVOR'S CONCERNS (ALCOHOL, DRUGS, SEXUAL HARASSMENT, DOMESTIC VIOLENCE, LOW SELF-CONFIDENCE, FEAR OF PUBLIC APPEARANCES, ETC.). THE COSTS OF THE SESSIONS ARE COVERED BY THE COMPANY, HOWEVER IT ANALYZES THE NUMBER OF SUCH CALLS AND PERCENTAGES OF PROFESSIONAL AND PRIVATE REQUESTS ON THE ANNUAL BASIS.**

7 INFORM ON THE IMPLEMENTED APPROACHES AND POLICIES

To **communicate information about the gender strategy and the violence prevention policy**, the following tools can be used:

- in-house training courses and sessions, in particular trainings for a probation period and for management courses; upon completion of the trainings, it is advisable to evaluate efficiency of the programme (using the "case study" method);
- electronic messages — reminders on available policies, refreshers, etc;
- a novice's package containing relevant information (also providing a link to more detailed information contained in internal resources);
- booklets, posters, videos, newsletters with addresses of crisis centres and other institutions providing help as well as with information about liability for committing unlawful actions, placed on announcement boards, in a corporate canteen, near coffee machines, in female toilets, on the intranet, etc.;
- the company's newsletter that should contain a relevant section;
- communicating with suppliers and partners, for example as part of annual events for partners, or informing on a continuous basis about the company's actions to promote gender equality and prevent discrimination and domestic violence;
- spreading information about external online training courses on relevant subjects.

● ● ● **ARCHER DANIELS MIDLAND, A US COMPANY, DELIVERS TRAININGS TO ITS EMPLOYEES CONCERNING THE PREVENTION OF VIOLENCE AGAINST WOMEN, AND HAS AN EMPLOYEE ASSISTANCE PROGRAMME (EAP) UNDER WHICH IT PUBLISHED A BROCHURE ABOUT PERSONS AT RISK OF BECOMING SURVIVORS AND ABOUT SIGNS OF VIOLENCE AGAINST WOMEN.**

● ● ● **CIGNA COMPANY HAS ESTABLISHED A WORKING GROUP ON COMBATING VIOLENCE AGAINST WOMEN, TRAINED 40,000 ITS EMPLOYEES ON THE BASICS OF VIOLENCE PREVENTION, AND ENHANCED THE KNOWLEDGE OF ITS MANAGEMENT AND THOSE OF OTHER COMPANIES ON THIS ISSUE.**

The company disseminates relevant information inside and outside the company on a regular basis (brochures, posters, seminars, knowledge days), cooperates with doctors and asks them to provide information about domestic violence and include this aspect in their usual counselling sessions. The company has terminated employment contracts signed with offenders and notified police about those persons.

STAGE 3 BUILD EFFECTIVE PARTNERSHIPS



GOAL

LAUNCH A PARTNERSHIP WITH OTHER ORGANIZATIONS TO PROMOTE GENDER EQUALITY AND PREVENT DOMESTIC VIOLENCE, TAKE PART IN INTERNATIONAL INITIATIVES, AND INVOLVE ITS PARTNERS AND SUPPLIERS

QUESTIONS THAT SHOULD BE ASKED IN THE COMPANY:

- WHAT PARTNERSHIPS DOES THE COMPANY HAVE TO HELP ITS MALE AND FEMALE STAFF?
- DOES THE COMPANY EXTEND ITS POLICIES AND PROGRAMMES TO SUPPLIERS AND OTHER PARTNERS?
- WHICH INFORMATION CAMPAIGNS AND ALLIANCES IS THE COMPANY INVOLVED IN?
- HOW CAN THE COMPANY IMPROVE THE SITUATION IN COMMUNITIES?

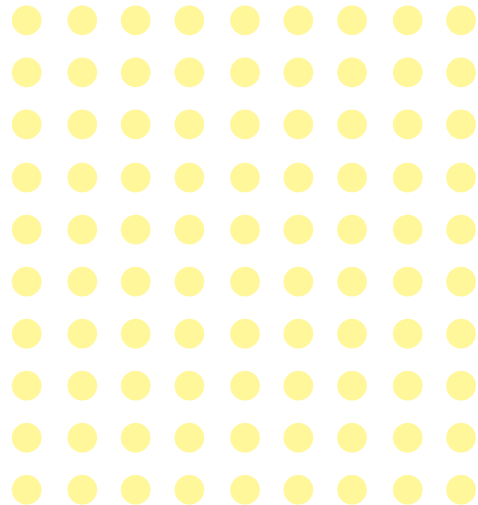
THE COMPANY'S ACTIONS:

- 1 SUPPORT INTERNATIONAL INITIATIVES AND CAMPAIGNS ON PROMOTION OF GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE
- 2 ESTABLISH PARTNERSHIPS WITH RELEVANT ORGANIZATIONS AND INITIATIVES
- 3 WORK WITH PARTNERS AND SUPPLIERS

STAGE 3. BUILD EFFECTIVE PARTNERSHIPS >> THE COMPANY'S ACTIONS:

SUPPORT INTERNATIONAL INITIATIVES AND CAMPAIGNS ON PROMOTION OF GENDER EQUALITY AND PREVENTION OF DOMESTIC VIOLENCE

Taking part in international and Ukrainian information campaigns and celebrating certain dates is an important step to communicate the company's principles and values as well as to maintain its positive image. The company can join the existing campaigns or launch its own campaign.



● ● ● HÜRRİYET, A TURKISH MEDIA COMPANY, LAUNCHED THE STOP DOMESTIC VIOLENCE CAMPAIGN

To raise awareness, the company introduced trainings in "educational buses" (their male and female participants included community members, policepersons, civil servants, imams, teachers, and government officials). Articles were prepared, and international conferences organized; a Turkey's first and only 24/7 hotline for survivors has been established since 2007.

IMPORTANT DATES:



11.02 INTERNATIONAL DAY OF WOMEN AND GIRLS IN SCIENCE

Its goal is to give prominence to the role of women in science and research, and to improve support for women in these occupations. On this day, business can organize tours telling about the company's well-known women and those women who contributed greatly to development of that field, introducing visitors to the manufacturing process, and inspiring girls to choose STEM fields for study and subsequent employment.

8.03 INTERNATIONAL WOMEN'S DAY, INTERNATIONAL DAY OF STRUGGLE FOR WOMEN'S RIGHTS

On that day in 1857, a strike of US female garment workers began in New York for equal pay with men, better working conditions, and a 10-hour working day ("the march of the empty pots"). It is therefore important to draw attention on this day to the matters of gender equality and implementation of a gender strategy, and assume a new commitment to achieve gender equality and prevent domestic violence.

LAST WED- NESDAY IN APRIL

DENIM DAY [65]
 This initiative is aimed against sexual violence and rape. On that day, it is customary to wear jeans to support survivors as well as a symbol of protest against erroneous attitudes about sexual harassment, assault and rape. The first Denim Day was held in 1999 in the USA in support for the Italian Parliament women's protests against the Italian Supreme Court's ruling in a rape case (the judges acquitted the perpetrator because they believed that the survivor, wearing very tight jeans, could help him remove them, thereby giving her consent to the sexual intercourse).

15.05 INTERNATIONAL FAMILY DAY

This holiday was introduced due to the international community's concerns about the current situation of the family and its significance in education of the rising generation. In Ukraine, this day is celebrated on 8 July [66]. On this day, the company can introduce its staff to gender aspects of housework by preparing a brief note on the division of housekeeping responsibilities and the costs of housework, think about its redistribution between the spouses, demonstrate thematic videoclips about responsible parenthood, etc.

THE THIRD WEEK IN JUNE

FATHER'S DAY
 The countries where respect for family values is declared honour a man father on that day. In Ukraine, this holiday was introduced in May 2019 [67]. In the framework of the 4 Hands Happiness project, a series of educational videos was created, particularly about family planning and partner childbirth as well as about paternity leaves. See all the videos at <https://www.youtube.com/playlist?list=PLV4zy1apmIUZAZopjdYWKFMBEK-xCyAK6>.

25.11- 10.12 16 DAYS OF ACTIVISM AGAINST GENDER-BASED VIOLENCE ANNUAL INTERNATIONAL CAMPAIGN

Its goal is to draw the public attention to the problems of violence against women, domestic violence, human trafficking, and ensuring equal rights of women and men. Each day of the campaign is dedicated to a certain date, in particular 25 November is the International Day for the Elimination of Violence against Women, 3 December is the International Day of People with Disability, 5 December is the International Volunteer Day, and 10 December is the Human Rights Day. Every individual, company, or organization can join the campaign.

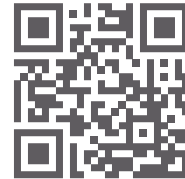
STAGE 3. BUILD EFFECTIVE PARTNERSHIPS >> THE COMPANY'S ACTIONS:

ESTABLISH PARTNERSHIPS WITH RELEVANT ORGANIZATIONS AND INITIATIVES

International organizations have been active in Ukraine for long, so research can be undertaken and projects implemented in cooperation with them. They include:



the UN Population Fund (UNFPA) — the UN's leading agency in promotion of gender equality, protection of reproductive rights and health, and capacity building of young people, first of all women and girls. One of the agency's important activity areas is development of an effective system for response to domestic and gender-based violence. Together with partners, UNFPA works in 150 countries and territories of the world. Its mission in Ukraine has been active since 1997. See more details at <https://ukraine.unfpa.org>.



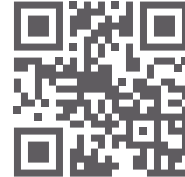
the International Labour Organization (ILO) — a specialized organization within the UN structure established to overcome social injustice by improving working conditions. Currently it implements more than 1,000 programmes in over 80 countries, including Ukraine. It develops international labour standards with due regard for a gender perspective (in the form of conventions and recommendations). See more details at <https://www.ilo.org/global/lang-en/index.htm>.



UN Women — the UN structure for gender equality and empowerment of women. See more details at <https://www.unwomen.org/en>.



Amnesty International — one of the largest international human rights organizations operating since 1961. See more details at <https://www.amnesty.org.ua/>.



L'OREAL FOUNDATION IMPLEMENTS THE BEAUTY FOR A BETTER LIFE PROJECT

The project has been under implementation in Ukraine since 2017. The project's goal is to teach hairdressing basics to the women who suffered from gender-based violence and are in a situation of social distress, and to help them build their way to a better life. Due to trilateral cooperation with the UN Population Fund and local authorities, the participants can also receive free social, legal and psychological services to bail out of violent relations and achieve financial independence.



La Strada — Ukraine International Women's Human Rights Centre has been working since 1997 to prevent human trafficking, eliminate all forms of discrimination and domestic violence, promote gender equality, and protect children's rights. See more details at <https://la-strada.org.ua>.



4 Hands Happiness Project implemented by UNFPA in cooperation with the Ministry of Social Policy of Ukraine as part of Promundo's MenCare global initiative to popularize partner relations in a family, equal distribution of housework responsibilities, and responsible parenthood. See more details at <http://zags.org.ua/pro-proekt/>.



Break the Circle information campaign implemented by the UN Population Fund (UNFPA) together with the Ministry of Social Policy of Ukraine to affirm zero tolerance to gender-based violence. See more details at <https://rozirvykolo.org/>.



HeForShe movement was launched by UN Women in 2014. It aims to involve boys and men all over the world to overcome adverse consequences of gender inequality. The website provides a goal achievement instruction that can be used by companies and individuals. See more details at <https://www.heforshe.org>.



WORK WITH PARTNERS AND SUPPLIERS

The company can involve its contractors and suppliers by introducing them to the company's relevant policies and procedures, invite them to its trainings, and think through a procurement policy that will manage to motivate the partners and suppliers very quickly to adopt relevant policies concerning gender equality and prevention of domestic violence. In addition, the company can request information and gender statistics from its suppliers, and encourage them to design their internal policies.

Besides, the company can consider possible creation of a corporate fund resources of which will be used to help survivors in emergency cases or to support specialized services for survivors in its operations area — a shelter, a mobile team, a daycare centre, an advisory unit, a call centre, etc.

STAGE 4 BE ABLE TO MEASURE



GOAL

COMPANY REPORTING AND DEMONSTRATION OF MANAGERIAL DECISION IMPACTS (E.G. GREATER TRANSPARENCY, BETTER BRAND PERCEPTION, BETTER WELL-BEING OF STAFF AND COMMUNITY LIFE)

QUESTIONS THAT SHOULD BE ASKED:

- HOW DOES THE COMPANY MEASURE IMPLEMENTATION EFFICIENCY OF THEIR POLICIES AND PROGRAMMES?
- DOES THE COMPANY HAVE ENOUGH INDICATORS? DO THE INDICATORS DEMONSTRATE THE COMPANY ACTIVITY IMPACT?
- ARE SUCH INDICATORS SUFFICIENT TO THE COMPANY STAKEHOLDERS?

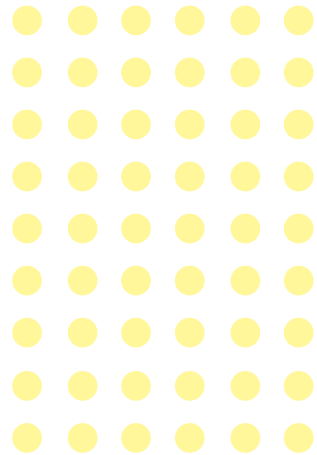
THE COMPANY'S ACTIONS:

- 1 UNDERTAKE DATA COLLECTION WITHIN A RELEVANT (PRE-DEFINED) TIME PERIOD
- 2 REPORT ON THE DEFINED INDICATORS WITHIN A RELEVANT (PRE-DEFINED) TIME PERIOD
- 3 COMMUNICATE THE RESULTS INSIDE AND OUTSIDE THE COMPANY

STAGE 4. BE ABLE TO MEASURE >> THE COMPANY'S ACTIONS

1 UNDERTAKE DATA COLLECTION WITHIN A RELEVANT (PRE-DEFINED) TIME PERIOD

The company should assess how its employees perceived its policies and procedures by undertaking a special survey or including relevant questions in annual surveys of staff involvement. Researchers can be invited for help.



2 REPORT ON THE DEFINED INDICATORS WITHIN A RELEVANT (PRE-DEFINED) TIME PERIOD

The company should prepare a report or include results of the implemented programmes in its annual report. The report should describe all the actions taken by the company to achieve gender equality at the workplace and prevent domestic violence, and share statistical data on the indicators of gender equality achievement, success in prevention of domestic violence, number of fathers on childcare leave, etc. The company should approach other stakeholders for some data. For example, companies in vulnerable sectors may also need police data to understand the situation in the community. The authoresses advise the company to update its statistical data regularly (for example, on an annual basis) to monitor the dynamics of the processes occurring in the company.

3 COMMUNICATE THE RESULTS INSIDE AND OUTSIDE THE COMPANY

The company should make its report public, first of all frankly sharing the collected results, progress and plans with their staff and describing what failed and what needs to be done. The Working Group (p. 28) should invite male and female employees to exchange their opinions concerning achieved results and develop a roadmap for improvement. Besides, it is worth circulating the report to the stakeholders and asking whether the data presented are sufficient to them.

- ● ● EY (FORMERLY ERNST & YOUNG)
- ● ● COLLECTS SEX-DISAGGREGATED
- ● ● STATISTICS CONTINUOUSLY AT GLOBAL
- ● ● AND LOCAL LEVELS

For example, 60% of the company's staff in 2019 were women, including 35% in top executive positions, 50% in middle-level management, and 63% among specialists. Data concerning the gender balance of employees in Ukraine are published in the company's reports on its activities in sustainable development [55]. Besides, the company regularly prepares information about gender equality [56]. In 2016, EY in Ukraine joined the Corporate Equality Index [57] and has been its permanent participant since then — it enables the company to demonstrate its commitment to non-discrimination principles and share its experience.

The company has developed relevant tools:

- trainings on tolerant attitude to gender differences and turning them into an advantage;
- GlobeSmart® Internet resource containing business and cultural information about more than 70 countries;
- global online communities, particularly of women, people with disabilities, persons providing care for small children;
- leadership programmes for women where they are provided mentoring and assistance in achievement of career goals;
- special training activities for mothers, with psychologists and other specialists invited.

- ● ● EXAMPLES OF METRICS FOR
- ● ● MEASUREMENT OF THE GENDER STRATEGY
- ● ● EFFICIENCY (GENDER EQUALITY STRATEGY
- ● ● GUIDE, THE WORKPLACE GENDER EQUALITY
- ● ● AGENCY, AUSTRALIA) [69]:

- leadership accountability: achievement against gender targets, business scorecards and individual key performance indicators;
- strategy and business case: employee / manager awareness of gender strategy and business case, reduction of gender stereotype manifestations at work, time to achieve gender strategy targets and indicators;
- policies and processes: improvements in process outcomes from a gender equality / inclusion perspective (e.g. allocation of key project work / assignments), redundancy (by gender);
- gender composition: gender composition of board, executive, senior managers, managers, total workforce (by sector / branch / location), workforce composition by occupational category and job level;
- engagement: sex, age, disability, affiliation with a certain social stratum and other criteria to assess the coverage level of employees, customers and suppliers (survey);
- pay equity: pay equity for work of equal or comparable value, gender pay gaps for base salary and total remuneration;
- flexibility: utilization of flexible working day options (by sex), proportion of parental leaves, parental leave return rate (1 and 2 years post return to work);
- gender culture: number of complaints about sex-based discrimination / harassment, and their resolution rates;
- supply chain: sex of owners of supplier companies.

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