



DOMESTIC VIOLENCE AGAINST WHITE-COLLAR WORKING WOMEN IN TURKEY

A CALL FOR BUSINESS ACTION

Business Against Domestic Violence Project

The Business Against Domestic Violence (BADV) Project is a creation of the Sabanci University Corporate Governance Forum, the project is designed to implement support mechanisms in the workplace and promote tools, methods and best practices to reduce domestic violence using businesses' managerial and organizational capabilities. The project, which is supported by the Consulate General of the Netherlands and the United Nations Population Fund (UNFPA), aims to raise awareness of women's rights in the workplace and improve the working environment of women to make it possible for them to participate in work life fully and effectively.

The Sabanci University Corporate Governance Forum aims to create awareness of domestic (intimate partner) violence against women in the workplace, to foster women's participation in business and to develop support mechanisms and methods to help women who are subjected to violence. The project's target audiences include the signatories of Equality at Work Platform and business members of the United Nations Global Compact, especially those that are signatories of the UN Women Empowerment Principles.

The project was launched in April, 2014 and it became a partner of DV@Worknet in August, 2014 which aims to generate knowledge on the impacts of domestic violence in the workplace globally. DV@Worknet has partners from all around the world, including Centre for Research & Education on Violence Against Women and Children at Western University in Canada, the Canadian Labor Congress, the International Labor Organization, the German advocacy group Terres des Femmes, the US advocacy group Futures Without Violence, Cornell University's Industrial and Labor Relations School, the Preventing Violence Across the Lifespan (PreVAil) Research Network, and the University of New South Wales' Centre for Gender Related Violence Studies.

Amb. Robert Schuddeboom Consul-General of the Kingdom of the Netherlands in Istanbul



(Domestic) violence against women remain a wide spread problem all over the world. In the Netherlands we are on the forefront combating violence against women and domestic violence, but regrettably also in my country there are still too many cases; according to some reports almost half

of Dutch women have one time or more in their lives been victims of assault.

We cannot tolerate a world in which victims of violence do not dare to talk about what has happened to them for fear of stigmatization, we cannot tolerate a world in which women cannot hold their heads up high and claim their rights, and in which perpetrators of violence go unpunished. No country may ignore this problem, whether on cultural, economic or religious grounds. Equality between men and women - politically, socially, economically and sexually - is vital to combating violence. We must therefore not only work on prevention, but also on increasing the resilience of girls and women and on enhancing the expertise of professionals.

While working on combating domestic violence against women in our own country, we also help initiatives that share the same objectives in other countries, as we believe that the values of human rights must be embraced globally. The Consulate General of the Kingdom of the Netherlands in Istanbul therefor provides support to several projects in that respect; one of these is the Business Against Domestic Violence project. We believe that the Business Against Domestic Violence project, with the work that has been done up to now, has produced better awareness of women's rights and domestic violence against women and it has been our honor to be part of such an important endeavor.

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“Women, regardless of their education and seniority in the business world, are repeatedly being subject to physical and emotional violence and due to cultural norms fear to talk about it and ask for help.”

Violence Against Women in the Workplace

It is a well-known fact that gender based violence occurs in every country of the world to a greater or lesser degree, with serious consequences for the women themselves as well as for the society more generally. It is detrimental to the health, dignity, security and autonomy of its victims. Gender based violence is a violation of human rights, and it is also a type of violence which has a direct and damaging impact on a woman's access to paid work (e.g. because the victim cannot fully participate in the labour market due to the psychological, physical and social consequences of the abuse) and, as a consequence, on her income and on society as a whole¹.

There is an increasing recognition in the literature about the importance of addressing violence in the workplace, especially the types in which women are often victims. Such violence is moving from being a “hidden” to a “disclosed” issue, and growing evidence has contributed to giving more equal emphasis to sustained psychological aggression including bullying, mobbing and sexual harassment, of which women are also often targets. The interplay between domestic violence and gender-based violence at work has also become increasingly apparent².

In the last two decades several UN agencies, international initiatives³ and some private sector companies⁴ have been looking into women's employment problem with different lenses. Through these new lenses they aim to support the empowerment of women in working life by identifying methods of deploying business organizations as a channel through which human rights of women are exercised and as means of

a provision of equal, safe and fair working conditions for women.

Akin to other countries, in Turkey women still do not enjoy equal economic or social status with their male counterparts. Economic independence does improve the quality of lives of women in Turkey. Women, regardless of their education and seniority in the business world, are repeatedly being subject to physical and emotional violence and due to cultural norms fear to talk about it and ask for help.

As UNFPA, we have been working on promoting gender equality and combating violence against women in every walks of life, addressing these two issues in employment is also in our focus. Due to this reason UNFPA decided to explore the dimensions of gender equality and violence against women in employment many years ago and conducted two pilot surveys in two private sector companies; Hürriyet Newspaper and Altınyıldız. Surveys showed us the need of support to both the workers and managers at all levels on the issues of gender equality and combating VAW. When we were informed about Sabancı University Corporate Governance Forum of Turkey (CGFT) – Gender and Women Studies Forum's Business against Domestic Violence Project we did not hesitate to give full support. This research will pave the way to a very important initiative in employment sector. Upon the results of this research as UNFPA, we want to support various interventions regarding VAW and workplace.

As UNFPA we would like to thank to all the researchers involved in the project.

¹ Gender (In)equality in the Labour Market: An Overview of Global Trends and Developments, International Trade Union Confederation (ITUC), Brussels, 2009

² Chappell, D. and Di Martino, V., Violence at Work (third edition), ILO, Geneva, 2006, pages 291-292.

³ Please see <http://www.caepv.org/> (Corporate Alliance to end Partnership Violence).

⁴ Most of the companies indicated here are from USA, Canada, UK; “Archer Daniels Midland”, “Cigna Corporation”, Eastman Kodak Company”, “McKeeFood Cooperation”, “State Farm Insurance Company”, “Verizon Wireless”, “The National Health Service (UK)”.

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Introduction and Background

Empowering women to participate **fully** and **effectively** in economic life is essential for building strong economies, establishing just societies and improving the quality of life for all. Without radically improving the current status of women around the world, it will not be possible to achieve internationally agreed goals for development, sustainability and human rights. This understanding is reflected in the United Nations' Women Empowerment Principles (UN WEP)¹.

Frequently referred to as Domestic Violence (DV), intimate partner violence (IPV)² is increasingly recognized as an issue that impacts women around the world in developed and less developed countries, in the North and South. Both victims and perpetrators are often workers, managers and business owners. This report is the outcome of our investigation of the effect of DV on white-collar workingwomen's careers and on workplaces in Turkey. Our motivation stems from our earlier investigation of the gender gap at the corporate boards in Turkey within the scope of our Independent Woman Directors Project³. Building on our understanding of the obstacles for women to be promoted to the positions of decision making power, our objective is to understand the role of domestic violence in discouraging women to set high ambitions for their career, develop their full potential as workers, managers, professionals, and business leaders, and continue to participate in economic life during their active years.

The key instrument of our investigation was a survey, details of which are explained in Section 6. During the design of the survey, Sabanci University Corporate Governance Forum (CGFT) has become a member of the global network DV@Worknet that facilitates collaboration of researchers in investigating the impact of domestic violence on workers and workplaces. DV@Worknet aims to mobilize knowledge about domestic violence as a basis for action. The Network's value statement developed collectively by members notes that domestic violence is a manifestation of gender inequality and systemic gender-based discrimination; "...the socially attributed norms, roles and expectations of masculinity and femininity, which affect intimate relationships and family structures, are integral to the use and experience of violence and abuse..."⁴ Our affiliation with this network will allow us to compare data on different countries and generate more generalizable knowledge on the topic.

Second instrument of our investigation is our ongoing engagement with companies and business organizations. This engagement altered the nature and the purpose of our investigation from being focused only on

generating knowledge to also disseminating knowledge proactively and engaging in advocacy work. Hence, Business Against Domestic Violence (BADV) project is included in the portfolio of CGFT's work program.

Since the launch of the project on the 15th of April 2014, we have established an Advisory Committee consisting of multiple stakeholders including representatives from companies, NGOs and legal scholar and practitioners. We have also organized a workshop to discuss how businesses can take action against DV and how their action can be leveraged through collaborations. The results of the workshop are summarized in Section 7 of this report.

Although the purpose of this report is to summarize the findings of the survey we have designed in collaboration with the Sabanci University's Gender and Women's Studies Forum and conducted in collaboration with IPSOS, we wanted our report to serve as a general reference on the topic and hence included brief information about the issue and its socio-economic backdrop.

About the Forum

Corporate Governance Forum of Turkey (CGFT), founded on 1st of March 2003 as a joint initiative of Turkish Industrialists' and Businessmen's Association (TUSIAD) and Sabanci University, continues its' work as an interdisciplinary and cross sectorial initiative hosted by the School of Management, focusing on corporate behavior around issues that can impact economic development and social welfare. Forum's mission is to contribute to the improvement of the corporate governance framework and practices through scientific research, support the policy development process by active engagement, encourage and facilitate the dialogue between academicians and practitioners, and disseminate research for the betterment of the society and economic and social development.

1 <http://wepprinciples.org/>

2 In this report we use Domestic Violence and Intimate Partner Violence interchangeably

3 <http://iwtdturkey.sabanciuniv.edu/>

4 Adapted from the Chief Executive's Letter (CEL 41) on Gender-Based Violence, NHS Scotland, 2008

Sociology of Violence Against Women

“Domestic violence is a pattern of coercive and assaultive behaviours that include physical, sexual, verbal, and psychological attacks and economic coercion that adults or adolescents use against their intimate partner” (Ganley et al., 1996). In general, society thinks that domestic violence is just limited to physical violence; however, women may also be subjected to sexual, verbal, emotional and psychological violence. Until the 1970s, women who were abused by their partners had no help since domestic violence was seen as a ‘private matter’ and the violence prevailed behind closed doors (Bragg, 2003). With women’s participation in economic and social life, acts of violence like threatening, intimidating, forcing and humiliating women became apparent and domestic violence moved into the public arena. Thanks to the efforts of many women and men who take issue with this injustice; domestic violence is now recognized around the world as a violation of fundamental human rights.

People generally think that domestic violence only happens in poor families, but people of all ages, backgrounds and classes may be subjected to it. Additionally, the occupations, ages and backgrounds of abusive men may vary. The common sense understanding of the problem of violence against women usually assumes that unemployed women, who lack the economic freedom, are more likely to be exposed to domestic violence. On the contrary, surveys reveal that women from all levels of education and social status can be victims of violence; however, as the economic status of the family and the educational level of the woman increase, it is less likely for the woman to articulate that she has experienced domestic violence. Today, women are more involved in work life than they were in the 1970s and domestic violence is a political and social issue that affects prosperity, employment, work safety and job performance. According to a report published by United Nations Development Programme, violence against women harms not only the women, who experience violence, and their families, but also countries and businesses (Beavers and Kumpf, 2013). The report states that

“In addition to the impact on women’s health, education and participation in public life, the economic costs include health care and legal services; lost productivity and potential salaries; and the costs of prosecuting perpetrators.”

For example, in Chile, domestic violence costs 1.56 billion US Dollars,

which is more than 2% of the country’s Gross Domestic Product. In the United States, the number is as high as \$5.8 billion per year; whereas in Canada, the cost is “684 million Canadian dollars for the criminal justice system, 187 million for police and 294 million for the cost of counselling and training, totalling more than 1 billion a year” (ibid.). The financial implications of domestic violence in the UK – totals a loss of £23 billion annually for the state¹. The report concludes that the co-operation of the local “women’s movements, civil society, government and the private sector” is necessary to bring the issue to the international development agenda (ibid.).

2.1 A Global View: Domestic Violence

According to the World Health Organization’s research (WHO, 2013) “35% of women worldwide have experienced either intimate partner violence or non-partner sexual violence in their lifetime” and “30% of women who have been in a relationship report that they have experienced some form of physical or sexual violence by their partner.” This violence may result in “physical, mental, sexual, reproductive health and other health problems,” which can be quite time and energy consuming, and costly to recover from. The most striking fact provided by the research is that globally, “as many as 38% of murders of women are committed by an intimate partner.”

The United States, Canada and Australia

In the United States (US), more women are injured from violence at the hands of their intimate partners than are hurt in car accidents. On average, 24 women are injured every minute and nearly three in 10 women experience physical violence. Moreover, 15% of women are injured due to physical violence and one in four women will be a victim of physical violence in their lifetime (The Hotline, 2014). On average, three women are murdered every day because of intimate partner violence (IPV). In the US, IPV affects more than 12 million women each year. Women with disabilities are 40% more likely to be subjected to partner violence compared to women who have no disabilities. Women between the ages of 18–24 and 25–34 have the highest rate of IPV. Additionally, 18,000 women have been killed since 2003 (Matthew et al., 2011). Women who are abused lose 8,000,000 days of paid work every year (Centres for Disease Control and Prevention, 2003).

According to Canadian police records, 25% of all violent crimes in that country are related to IPV. Of those types of crimes, 70% of the victims are women and that rate is highest among women between the ages of 25–34. According to the Violence Against Women in Canada Report, 1.2 million women are subjected to IPV; 70% of them are working women

¹ <http://www.nhsemployers.org/HealthyWorkplaces/Keeping-staff-well/DomesticViolence/Pages/CostToEmployers.aspx>

and 71% have a university or college degree (Mclaturff, 2013). In 2010, there were 102,500 victims of IPV (Sihna, 2010).

According to the Domestic Violence in Australia 2011 Report, an estimated 62% of Australian women experienced physical assault at home and 17% had been sexually assaulted since the age of 15. The social and economic costs of domestic violence to women is extremely high; in 2009, domestic violence cost the Australian economy \$13.6 billion (Mitchell, 2011).

Europe

In 2012, the European Union (EU) Agency for Fundamental Rights published a study on domestic violence. Across 28 EU member states, 42,000 women were interviewed. The results show that one in three women have experienced some form of physical or sexual violence since the age of 15. Moreover, 22% of women who have partners had been subjected to physical/sexual violence. In addition, 8% had been victimized in the past 12 months.

That report notes that, overall, 35% of women across all EU member states have experienced some form of violence by a partner more than once, but the percentages vary from country to country. For instance, 44% of the women in Sweden and 44% of the women in Luxembourg experienced some form of sexual or physical violence, while the percentages in other countries were lower; 40% in the UK, 36% in Slovakia, 35% in Netherlands and 33% in Italy. Across EU member states, eight in 10 women think that domestic violence is very common or fairly common in their countries. Additionally, more than one in five women knows that their co-workers are victims of partner violence. Even in the EU, one in five women are not aware of policies, support and help centres related to partner violence (European Union Agency for Fundamental Rights, 2014). These results should be cautiously compared with other countries with lower figures since awareness of DV amongst women is the highest in the EU countries.

An interesting finding of the report is related to professional women; as women get higher positions in business, they are subjected to sexual harassment more. Although our investigation does not focus on sexual harassment at work, this finding suggests that men tend to challenge women who have more power, supporting the view that increasing level of violence against women is an indication of ongoing power struggle that challenge the dominance of men in all spheres of economic and social life.

Middle East, Asia, Africa and Latin America

The rate of domestic violence against females is high in Africa and the Middle East, where it reportedly affects 37% of women. According to a study conducted by the World Health Organization in 2005, 53% of women in Bangladesh, 47% of women in Thailand, 15% of women in Japan and 71% of women in Ethiopia have been subjected to physical or sexual violence, or both, in their life time. It is also reported that separated or divorced women experienced more partner violence during their life than married women.

In Latin America, the rates are also high; 30% of women in Latin America have experienced physical/sexual violence during their lifetime (WHO, 2005).

These figures are not fully comparable since the surveys are conducted using different methods and the awareness about different forms of violence change from country to country. In developed countries, women are more likely to be aware of violence whereas in some developing countries violence is associated only with its physical form. Furthermore, the reports only include official data, however many cases of domestic violence are contained in households in less developed countries.

Barb MacQuarrie, Community Director Centre for Research & Education on Violence against Women & Children

Around the world, we are beginning to learn to the extent to which domestic violence impacts the safety and productivity of workplaces. Just as importantly, we are examining how employers can be part of the effort to establish safety and security for workers who are experiencing this abuse. A Social Sciences and Humanities Research Council grant has allowed us to establish an international network of researchers, domestic violence experts, social and labor organizations, and employers to conduct research and mobilize knowledge about the impacts of domestic violence in the workplace. As the Principle Investigator, I am very pleased that researchers from Sabanci University have joined the network.

On November 27, we released the results of a Canadian survey conducted by the Centre for Research & Education on Violence against Women & Children at Western University and the Canadian Labor Congress. Of the 8,429 workers surveyed from across the country, one third (33.6%) of participants said they had experienced domestic violence, while 81.9 per cent said the violence had a negative effect on their productivity, mostly due to feeling distracted, tired or unwell. More than half (53.5 per cent) said that domestic violence followed them to work, including abusive phone calls or texts (40.6%), stalking or harassment near the workplace (20.5%), the abuser coming to the workplace (18.2%), abusive email messages (15.6%) or the abuser contacting co-workers or the employer (14.5%). 38% said domestic violence affected their ability to get to work, and 8.5% said they'd lost their job due to domestic violence.

Business Action Against Domestic Violence Around the World

The prevalence of domestic violence is a serious problem affecting the role of women in the economy and in economic decision-making.

3.1 Business Organisations and Institutions that Fight Domestic Violence

United Nations Women Empowerment Principles appeal to businesses and offer guidance on how to empower women in the workplace, marketplace and the community. “Principle 3” specifically addresses the moral duty of companies to safeguard health, safety and freedom from violence of women and invites the businesses to “strive to offer health insurance or other needed services including for survivors of domestic violence - and ensure equal access for all employees”¹. Signatories of UN WEP are additionally committed to provide safe working conditions, establish zero tolerance policy towards all forms of violence at work, respect workers rights to time off for medical care and counselling, identify and address security issues, including the safety of women travelling to and from work, and train security staff and managers to recognize signs of violence against women.

Many networks and organisations around the world are combating partner violence, but we will only address organisations that are related to businesses. In the US and the UK, businesses have developed their strategies in conjunction with non-profit organisations, such as the

CAEPV's six-step guideline for creating a successful workplace program to increase awareness about domestic violence: (CAEPV, 2009)

STEP ONE: Organise a multidisciplinary team to oversee the process.

STEP TWO: Develop a corporate policy that addresses intimate partner violence.

STEP THREE: Provide training so employees know how to recognize, respond, and refer.

STEP FOUR: Build awareness through workplace communications.

STEP FIVE: Enlist employees' help to ensure a violence-free workplace.

STEP SIX: Broaden communications to include the community, important stakeholders in the company's industry, and other organisations.

Corporate Alliance to End Partner Violence (CAEPV) in the US and the Corporate Alliance Against Domestic Violence in the UK. These organisations are dedicated to reducing the costs and consequences of partner violence at work by providing businesses with policies and procedures to minimise and eliminate the economic and social costs of domestic violence. As members of the CAEPV, companies provide their employees with access to education and prevention materials via newsletters, payroll staffers, electronic communications and other helpful services. CAEPV has many members from all around the world, including Hürriyet Gazetecilik in Turkey. Through these organisations, employees begin to acquire more knowledge about the signs of domestic violence, and they learn where to find help if they are subjected to partner violence. These organizations have developed a set of practical guidelines for businesses for taking action to prevent and combat partner violence.

In some countries where organised labor is effective, such as in Australia and Canada, trade unions are actively involved in securing the rights of women who are victims of partner violence through collective bargaining process and influencing labour legislation policy. For instance, the Australian Council of Trade Unions is supporting women who are affected by partner violence by including the right of paid domestic violence leave in collective labour agreements. In Canada, the Canadian Labour Congress and Western University conducted a survey to identify the workplace implications of domestic violence. The unions collaborated in order to collect hard data from workers across the country.

3.2 Business Action Against Domestic Violence: Company Examples

Companies around the world provide sample examples about how businesses can address the issue and mitigate the negative consequences of DV for women and the workplace. Some examples are provided in this report.

Verizon Wireless

Verizon Wireless is a national wireless provider in the United States which builds and operates a large-scale 4G LTE network. 50% of its employees are women². Verizon Wireless fosters an environment that allows for anyone to come forward discreetly seeking assistance – the statement that domestic violence is a workplace issue in their Employee Code of Business Conduct functioning as the starting point for fostering trust.

Verizon Wireless Human Resource Professionals are educated on what

¹ See UN WEP Web site: <http://wepprinciples.org/Site/Principle3/>
² <http://www.caepv.org/getinfo/bestprac.php?memID=49>

they can do to assist employees who are victims, with their headquarters legal team available for guidance along the way. The role of the Human Resource team in Verizon Wireless is not to advise the employee which actions to take, but rather to provide them with the means to get help from trained professionals to ensure their safety and their children's safety.

HR professionals are also empowered to work with any special needs/requests and work with the employee on providing assistance. Support can be provided to employees through, formal intervention policies such as, flexibility in changing shift or work location, temporary reduction in work hours, leave of absence, security available to walk the employee to their car, and the possibility to assist with other work locations throughout the country in more serious situations.

The National Health Service

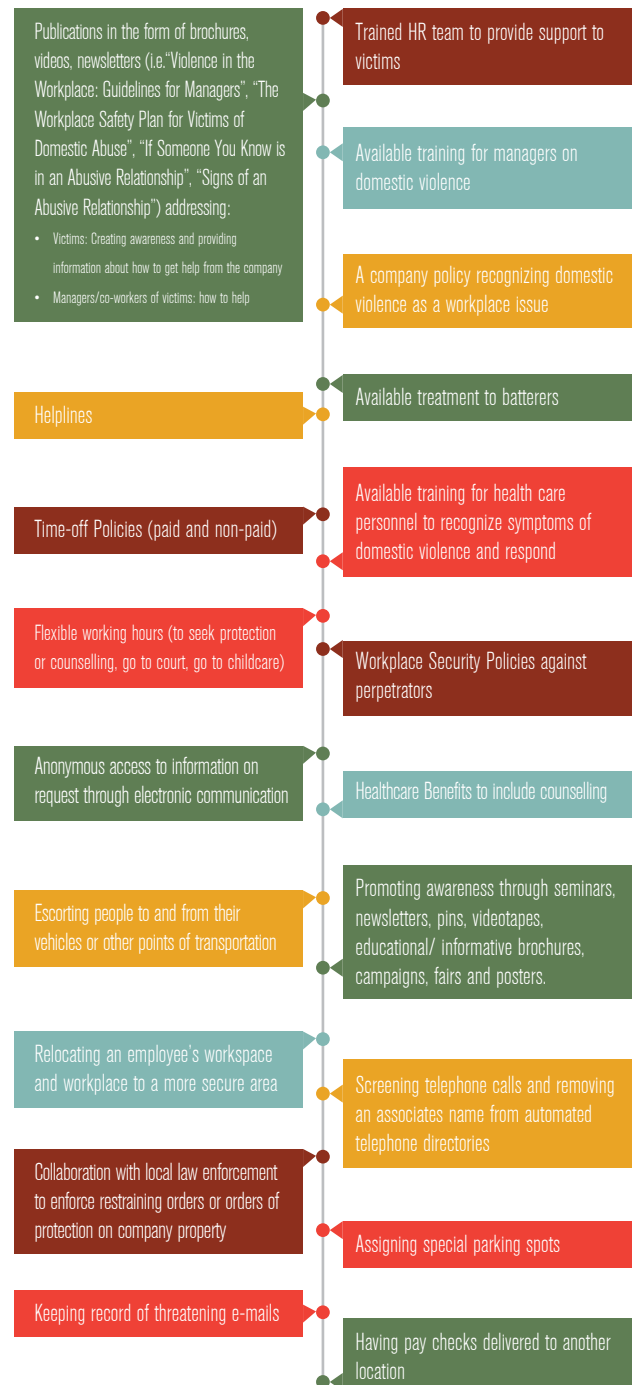
The National Health Service (NHS), one of the largest employers in the United Kingdom. The NHS are providers of mental and physical care for the UK, and their yearly costs to domestic violence amounts to £1.22 billion in addressing the physical damage and £0.25 billion in related mental health services³. The organization adopted a policy to raise awareness not only among NHS management and staff, but also to inform employers about the devastating affects to individuals, the adverse impact it has on business, and advise best practice on managing staff affected by it.

NHS website (nhsemployers.org/HealthyWorkplaces) provides an abundance of information on why domestic violence is a legitimate business concern, as well as guidelines on what employers can do to support victims of domestic violence. Their online resources include signs to look out for in employees⁴ and guidelines for trust on establishing a domestic violence workplace policy⁵. NHS' approach emphasizes that the aim - to reduce the amount of violence and costs - can only be achieved in partnership with senior managers in the field who are prepared to add domestic violence to their agenda and to communicate the message to their staff.

The NHS claims that it is essential that managers provide a supportive, non-judgmental, non-threatening approach to victims. It is equally important that the manager maintains a professional role, offering support and guidance on available help, but not to judge or act as a counsellor. The guidelines further explicate the importance of respecting the employee's privacy, even if they continue to remain within the abusive relationship – however, also encourage disclosure so measures can be taken to provide support and to generate awareness among employees.

NHS suggests that the first stage of drafting a trust domestic violence policy must involve bringing together interested parties to form an implementation group. This should include representatives of the board, staff side, security, occupational health, health and safety, human resources and legal advisers. The organization must in turn train key members of staff, who can implement the policy and form a domestic violence response team.

Instruments Used Against Domestic Violence in Companies (Compilation of CAEPV's best practise examples)



Why Domestic Violence is a Business Issue?

Two perspectives can explain why DV is a business issue. The first perspective focuses on how businesses and economies are harmed by DV and provides a rationale (business case) for companies to take action individually or collectively to minimize the negative consequences of DV. Mounting evidence indicates that the impacts of domestic violence on workers and workplaces, including its costs to the workplace and the economy, are significant.

“Women with a history of domestic violence have a more disrupted work history, are consequently on lower personal incomes, have had to change jobs more often, and more often work in casual and part time roles than women without violence experiences; and being employed is a key pathway to leaving a violent relationship; the financial security that employment affords can allow women to escape the isolation of an abusive relationship, and maintain, as far as possible, their home and standard of living, both for themselves, and their children. Being a perpetrator of domestic violence also significantly impacts a worker and their workplace. A recent study found that 53% of offenders felt their job performance was negatively impacted and 75% had hard time concentrating on their work. Their behaviours lead to a loss of paid and unpaid work time, a decrease in productivity, and safety hazards for their co-workers.”¹

Individuals' increased sickness absence, increased frequency of leaving early to go home, and greatly reduced productivity are some of the business consequences. More importantly DV influences women's willingness to stay in workforce, set ambitious goals for themselves, and commit to professional development. Workplace diversity and gender equality are not achievable when workingwomen are battered, humiliated, contained and constrained by their intimate partners. The result for businesses is monolithic organizations that miss the benefits of diversity and lack full commitment of female professionals to their own advancement and work.

Individuals involved in violence, whether as a victim or a perpetrator, are in risk with respect to their physical and psychological health (Heise, 1994; WB 2002), ability to concentrate and pay attention to demanding tasks and as such expose workplaces to operational risks. Given the evidence about the severity of DV, companies' risk assessment processes should include the effects of domestic violence especially in countries where intimate partner violence is wide spread, and the

average man and woman is indifferent and desensitised towards DV, as in Turkey. Three most recent cases of DV in 2014 in Turkey against professional women in senior positions resulted in job loss for one of the victims because her employer could not handle the case; left a young mother paralysed and disabled after being brutally hit by her husband and homicide of a woman at the doorsteps of an international firm operating in Turkey².

The second perspective is normative. This framing looks at business –society relationship as a symbiotic one where businesses are a part of an interdependent stakeholder network that includes investors, employees, customers, suppliers and the communities they operate in. This framework is further explained in our earlier work³. According to corporate citizenship theory, corporations are positioned as mediums through which the citizens exercise their human rights. This theory assumes that citizens leverage their power as consumers and employers to pressurize the companies to communicate their demands to the governments. Companies are responsible for protecting their employees especially because the boundaries between work and private life are eroded through enabling effect of Internet. Most white-collar employees continue to be engaged with their work outside official office hours through company paid Internet and mobile communication devices. Every place that is accessible via digital networks, and especially one's home, has been transformed into a workplace. Accordingly firms have a duty of care and protection towards their employees, so called their human capital, outside the designated workplace.

According to Bakirci (2009) “since employers have a duty to safeguard their employees and have to provide gender equality in the workplace they should have a policy against partner violence and should address the problem in the personal and collective employment contracts and workplace regulations. Article 10 of the Constitution of the Turkish Republic affirms that “Everyone is equal before the law without distinction as to language, race, colour, sex, political opinion, philosophical belief, religion and sect, or any such grounds. Men and women have equal rights. The State has the obligation to ensure that this equality exists in practice.” When Article 10 on gender equality, Article 41 on equality of spouses, Article 17 on the rights of citizens to be free from torture and violence considered together with the Article 11's affirmation that “the state as well as individuals and institutions” are binded with the articles of the constitution, preventing violence against women becomes a duty for all, including businesses (ibid.).

¹ dv@worknet statement

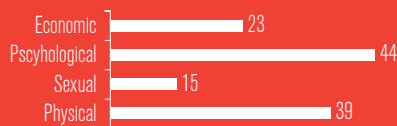
² We do not provide references for these examples to protect the victims and their families since the current practices of reporting DV by Turkish media do not meet the standards of responsible journalism.

³ See Figure 3 on page 16, in GCGT (2014)

Violence Against Working Women in Turkey

In the context of Turkey, the issue is no less serious than other countries. As shown in Figure 1, Directorate General on the Status of Women (DGSW) published a report in 2009, called 'Domestic Violence against Women,' which states that 39% of the women in Turkey had been exposed to physical violence, 15% to sexual violence and 42% of the women express that they have been exposed to at least one of these types of violence (Jansen, Üner and Kardam, 2009). A press release issued by the Ministry of Justice in August 2010, noted that homicides of women had increased by % 1400 in the preceding 7 years.

Figure 1: Percentage of women experiencing violence by type (%)



Source: DGSW (2008 data)

According to Bianet (Independent Communication Network), which publishes unofficial yearly reports on the media coverage of the violence against women, in 2010, 164 women had been exposed to violence. In 2011, 2012 and 2013; the numbers are 220, 210 and 241 respectively (Tahaoğlu). The same report states that in the years 2010, 2011, 2012 and 2013; men murdered 217, 257, 165 and 214 women respectively (ibid.). 54% of the murders in 2013 are committed by husbands or ex-husbands, 12% by boyfriends and 18% by male relatives (ibid.). As for sexual assault, in 2010, there were 207; in 2011, there were 161; in 2012, there were 150 and in 2013 there were 167 cases found on the media.

Turkish Statistical Institute (TÜİK) also published a research with statistical data in collaboration with the Directorate General on the Status of Women, on domestic violence in 2008¹. According to the findings of the research, 44.1% of the workingwomen had been exposed to domestic violence (physical and/or sexual) from their married husbands or intimate partners at any point of their lives. 12.8% of the workingwomen had experienced domestic violence in the last 12 months of the application date of the survey. 27.2% of the women in the study, who attained education on high school level or higher, had experienced domestic violence. In general, 41.9% of women in Turkey had gone through domestic violence at any point of their lives, whereas 13.7% had been exposed to domestic violence in the last 12 months of the application date of the survey. According to the same study, 4.1% of the working women had experienced sexual abuse, and 18.7% of the

working women have experienced physical abuse, at least once in their lifetime from a person, who is not a married partner.

5.1 The Social Context of Domestic Violence in Turkey

Domestic violence in Turkey takes place against a backdrop with severe inequality between men and women. The female employment rate in Turkey is 25.6%, while the unemployment rate is 11.3%. Female unemployment is higher in urban areas. The rate of unemployment in high school graduates is 20% in women and 10% in men. 57.8% of working women are unregistered and lack any social security compared to 42.1% for all workers. The male-female wage gap in equivalent jobs is 46%. In Turkey; women living in urban areas are 42% more likely to be exposed to physical violence than women living in rural areas. Factors such as migration and urbanisation have an indirect effect on the intensity of violence against women. The most important structural causes of the increasing visibility of violence in Turkey are socio-economic and cultural migration, urbanisation and being unable to follow the differentiation of living conditions.

Women's age, education status, welfare and basic demographic characteristics, such as place of residence, affect the violence women face in various stages of life. For example, according to findings from the 'Study on Violence Against Women in Turkey', which was conducted by Arat and Altınay, if a woman's household income contribution is higher than that of her partner, the possibility of being a domestic violence victim is increased two-fold (Arat & Altınay, 2007).

Another aspect of the Turkey's background of DV is the ineffective and inefficient judiciary system, and the distrust in public institutions such as the police force, healthcare institutions and social services due to their poor quality services. This institutional weakness creates a gap that can be partially filled by companies.

KAMER

Gender discrimination, which is a long-standing issue, has shaped the culture and traditions of Turkey and has become a way of life. Violence and discrimination against women is perceived and accepted as a natural aspect of being a woman. According to a 1996 study, 95% of women interviewed said 'We are women; of course we are subjected to violence'. Using these results, women's organisations began raising awareness about gender roles. The studies on violence against women by KSGM in 2008 and by Arat and Altınay (2009) reported that 80-90% of women think, "Violence cannot be justified."

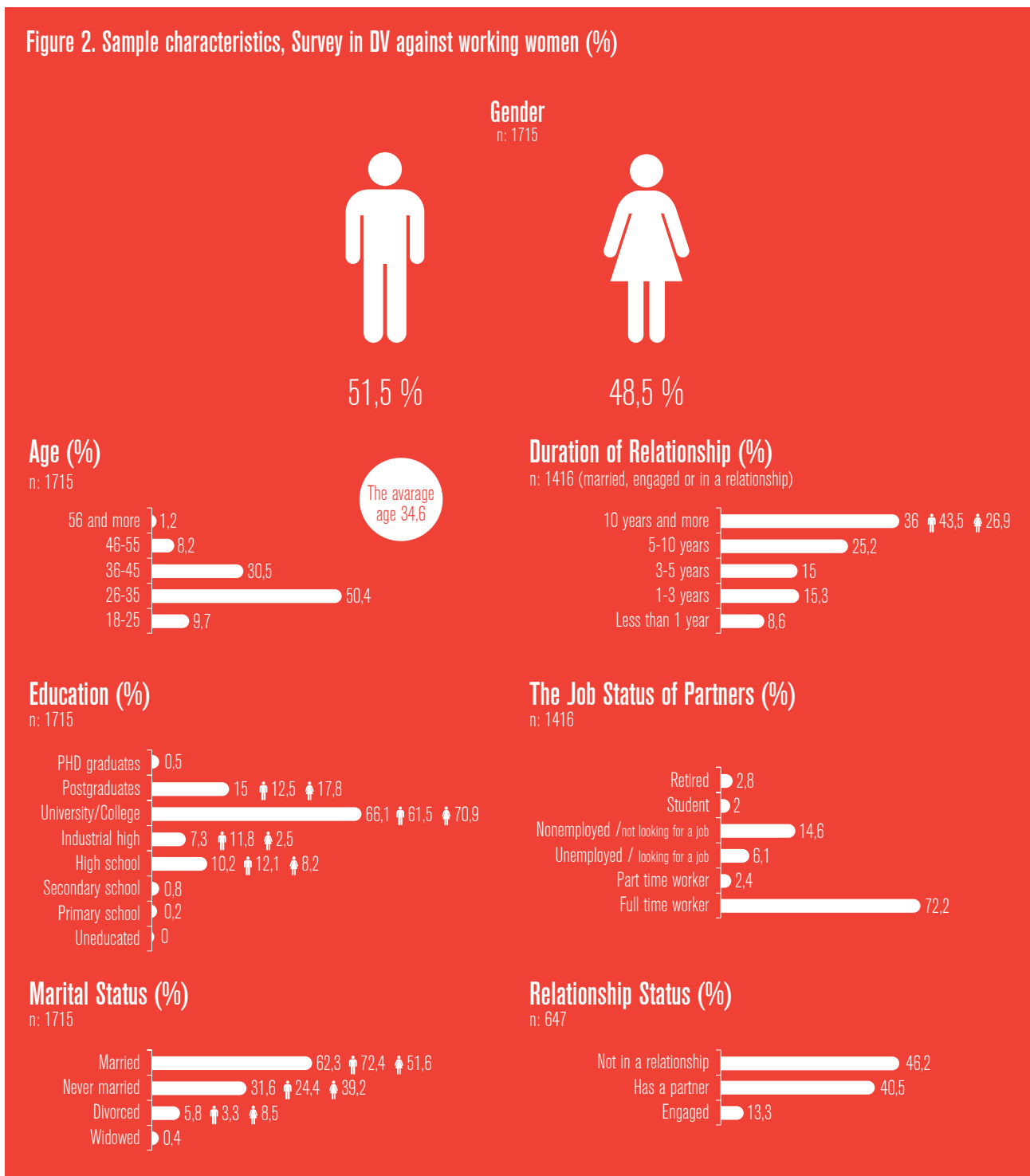
Gender discrimination is internalised as a part of Turkey's tradition and culture. By joining in awareness groups, battered women confront their traditional roles in the society, and this completely changes their lives. The negative impact of violence and discrimination against women cause them to lose their creative and entrepreneurial spirit. Awareness activities help women deal with the feelings of guilt and loneliness caused by violence, and they help women regain their self-confidence and develop their entrepreneurial and creative qualities.

Intimate Partner Violence Against Working Women and Implications for Workplace; Survey Results

The survey conducted by CGFT, in cooperation with IPSOS, focused on white-collar workingwomen employed by companies that are signatories of business networks (UN Global Compact Turkey Network and Equality at Work Platform), aimed at achieving gender equality at the workplace.

All the companies that are associated with these networks were invited to participate in the survey. 19 companies accepted the invitation. Human Resources departments of these companies sent an e-mail message to their employees with an encouraging message asking the employees to take the survey. The message included a link to IPSOS system where the data is collected. The message also included brief information provided by Sabanci University in order to assure that the survey design does not allow the responses to be matched with the identities. All the companies are headquartered in Istanbul and all the workplaces are within the vicinity. The sample characteristics are as follows:

Figure 2. Sample characteristics, Survey in DV against working women (%)



As seen in Figure 2, the sample size is 1715. 48.5% of the respondents are women and 51.5% men. The average age of respondents is 34.6. Vast majority of respondents are university graduates, 17% of responding women have postgraduate degrees, and 70.9% have university degrees. 72% of the partners are employed.

Furthermore, 37.3% of the respondents have managerial responsibilities as presented in Figure 3 and the average monthly income of all the respondents is 3500 TRY.

Figure 3: Participants work roles (%)

n: 1715



Based on these descriptives, we can safely conclude that the survey results are telling us a story about domestic violence targeted at white-collar workers (mostly professional women) and its impact on careers and workplaces.

6.1 What are the Perceived Causes of Domestic Violence?

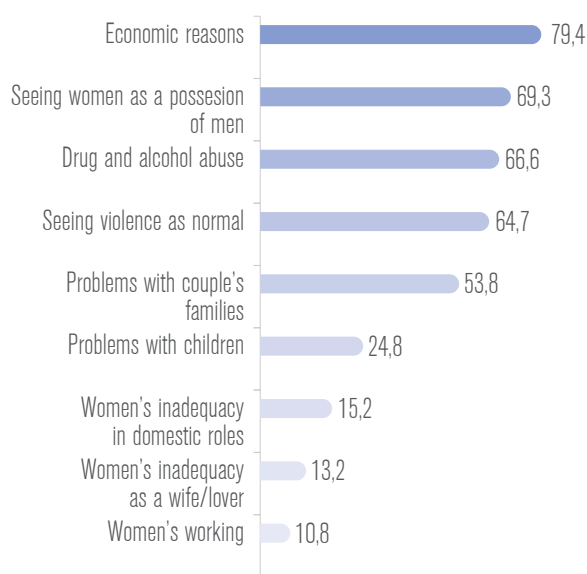
In the first section of the survey participants were asked to choose the potential causes of domestic violence. They picked as many causes as they see fit from a list of potential causes. While 79% of participants suggested “economic difficulties” to be the cause, “seeing women as a possession of men” (69%), “alcohol and drug use” (67%) and “seeing violence as normal” (65%) were also perceived as possible important causes of domestic violence. These last three causes indicate that the mentality and behaviours of the perpetrators were especially considered to be a factor in violence. In addition to the economic and perpetrator related reasons some participants suggested that external factors such as “problems with the families of the couple” (54%) and “problems with the children” (25%) to be among important causes of violence. Finally, reasons that blame the victim of violence such as “woman’s inadequacy with respect to performing her family responsibilities” (15%) and “woman’s inadequacy as a wife/lover” (13%) and “woman’s work” (11%) were considered to be relevant by relatively fewer but still a significant percentage of the participants.

6.2 Are there Gender Differences in the Perceived Causes of Domestic Violence?

A number of gender differences were observed in the perceived causes of domestic violence. More women (72%) than men (58%) suggested that “seeing violence as normal” and “woman’s work” (13% vs. 9%) were important causes. On the other hand, more men than women argued that “woman’s inadequacy with respect to performing her family responsibilities” (20% vs. 11%) and “woman’s inadequacy as a wife/lover” (17% vs. 9%) were important causes.

Figure 4: The Perceived causes of intimate partner violence

n: 1715



6.3 Why Do Women Stay with Violent Partners?

Only 28% of participants suggested that women can end their relationship with their violent partner if they want to. There was gender no difference in responses. Younger participants below 45 years of age (28%) agreed with this argument more than those between 46 and 55 years of age (19%).

Economic hardship seems to be perceived as not only a cause for domestic violence but also a cause for women’s inability to escape from it; 85% of participants believe that economic struggle is also an important reason for women to stay with violent partners.

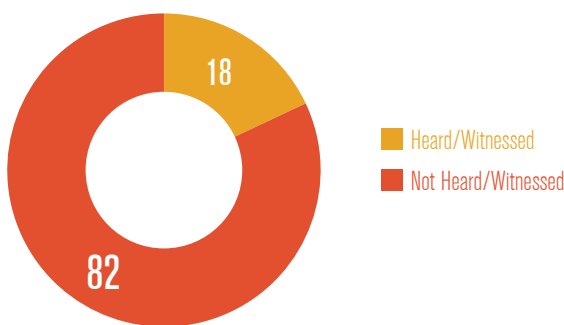
Related to economic reasons, women’s “concerns about raising children alone” (82%) and women’s “low self-confidence” (72%) are considered to be other important reasons for staying with violent partners. On the other hand, some respondents suggested that women’s feelings of embarrassment “from divorcing/separating” (60%) or “from accepting domestic violence” (39%) are among possible reasons for them not to leave a violent partner. The latter type of embarrassment was especially

more likely to be reported by female (45%) than male (35%) participants. Finally, and most strikingly, 53% of participants thought that women would not leave violent partners because of the “probability of the violent partner killing her”. Once again this factor was especially more likely to be reported by female (60%) than male (47%) participants. These responses resonate with the finding that separated and divorced women are subjected to violence more.

6.4 Perceptions of Domestic Violence in the Workplace

Respondents reported to have limited knowledge of domestic violence that their colleagues might experience. Only about one in five participants (18%) reported that they witnessed or heard that a colleague was a victim of domestic violence as shown in Figure 5. Although domestic violence does not seem to be discussed in the workplace, not surprisingly, women (21%) relative to men (16%) are

Figure 5: Employees who notice/hear that colleagues are subjected to domestic violence (%)



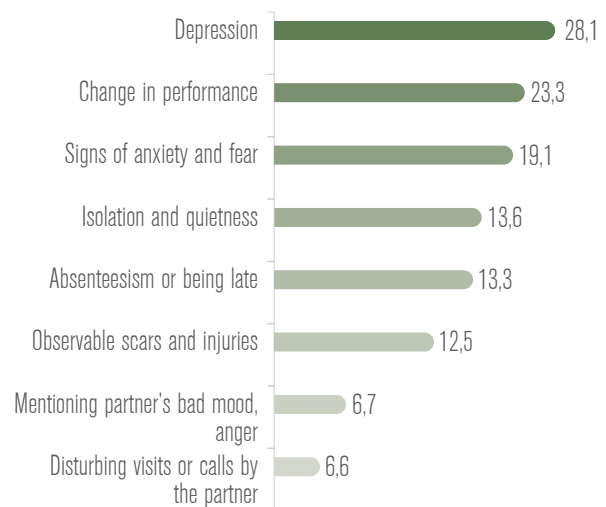
more likely to be a part of such discussions. It appears that victimized women are more likely to choose other women to open up about this problem. This suggests that women would have a harder time to find social support in organizations where women are employed in low numbers.

Similarly, those participants who were divorced (29%) were almost twice as likely to hear or observe their colleagues to be victims of domestic violence as compared to those who were married or never married (16%). This finding suggests that women may feel more comfortable in talking to women who had negative experiences with their partners. The likelihood of hearing a colleague abusing their female partner was lower (13%).

When asked about the indications or consequences of such violence for their colleagues, respondents reported that they observed depression and inactivity (28%). This consequence or indicator was reported especially more by divorced respondents (38%). Figure 6 summarizes the findings. In addition to depression-like state almost one fourth of

the respondents reported observing decreases in the victim's

Figure 6: Signs of partner violence observed by colleagues at work (%)



performance. Behaviours such as being late to work, absenteeism and turnover were relatively less likely to be observed (13%). This may be related to women's' distrust of their employer to accommodate such behaviour or to a deepened commitment to work and t economic independence that comes with it.

6.5 What are the Different Types of Domestic Violence White-Collar Working Women Experience?

Participants, before they were directly asked to report whether or not they have experienced domestic violence, were asked if they are experiencing or have experienced specific types of violence exercised by their partner within the last five years. Participants read each behavioural description (see Appendix A) and rated the frequency with which they have experienced that behaviour using a 4 point scale that (1 = frequently; 2= occasionally; 3 = just once; 4 = never). The statistical relationships between the ratings provided to each item by the female participants were used to classify domestic violence types into five groups; psychological violence, social violence, economic violence, sexual violence, moderate physical violence, and severe physical violence.

As shown in Table 1 sixty percent of the participants reported that they experienced at least one of the behaviours indicating psychological violence within the last five years. The percentage of women who reported experiencing one of the behaviours indicating psychological violence “occasionally” or “frequently” was 35% and 6%, respectively.

Table 1. Frequency of occurrences of different types of domestic violence targeting white-collar workingwomen (%)

	Psychological Violence	Economic Violence	Social Violence	Sexual Violence	Moderate Physical Violence	Severe Physical Violence
Frequently	5,5	11,6	4,2	1,4	1,3	0,3
Occasionally	35,1	30,5	11,7	5,7	6,7	0,9
Just Once	19,4	10,7	7,8	3,2	12,5	1,3
Never	40	47,3	76,2	89,7	79,6	97,6

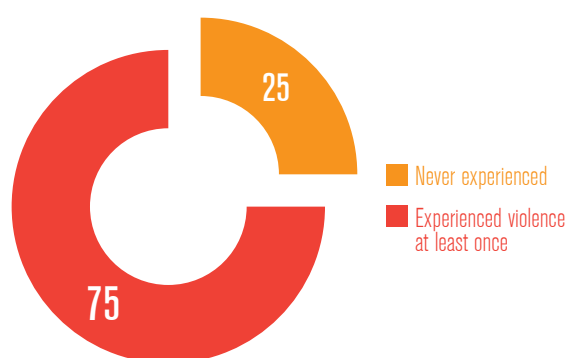
Somewhat more than half of the women who filled the survey reported experiencing the behaviours indicating **social violence** at least once within the last five years (53%). 31% of the women reported experiencing such behaviours occasionally while 12% reported experiencing them frequently.

Economic violence was the third most frequently experienced type of violence after psychological and social. Almost one in four women (24%) reported having experienced behaviours indicating economic violence at least once within the last five years. The majority of these women seem to experience such behaviours occasionally or frequently (16%).

As is commonly observed in the literature, women in this study also perceived sexual violence to be different than other non-sexual types of physical violence. One in ten (10%) participants reported experiencing forms of **sexual violence** at least once within the last five years. More women (20%) reported experiencing **moderate physical violence** at least once within the last five years while 2.5% reported experiencing **severe physical violence**. 2.5% should be considered a high percentage considering the severity and the long term health effects of severe physical violence. Overall responses indicate that 75% of the white-collar women workers experience violence at least once in their lives as presented in Figure 7. This picture is not much different than the general statistics published in 2009 and presented in Figure 7, showing that domestic violence crosses all women regardless of their education, position and income.

The figures above suggest that, using rough estimates, considering that there are close to 3million women who are white-collar workers (high school and university graduates in the labour force) approximately 10,000 white-collar workingwomen experience severe physical violence from their partners every year.

Figure 7: Percentage of white-collar workingwomen with experience of violence (physiological, social, sexual, economic or physical)



6.6 Do Working Women Interpret Different Types of Domestic Violence as Violence?

After rating the frequency with which they experienced specific violent behaviours from their partners, the respondents were asked whether or not they have been the victim of domestic violence within the last five years. Only 12% of the women reported being the victim of domestic violence when asked directly. Since this result contrasts the reported experience of specific violence behaviours, it becomes clear that women do not interpret all violent behaviours as violence. As reported above when we analyze the frequency with which they experienced violent behaviours of their partners, participants reported experiencing behaviours like belittling (psychological violence) or interference with what to wear (social violence) between 2.5% and 60%, depending on the type of violence.

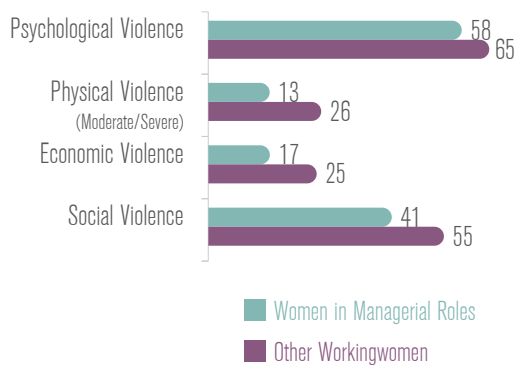
When the answers with respect to 5 types of domestic violence were analysed against their perception of whether or not they were subjected to violence, all 5 of them were meaningfully related to “yes” answer as expected. However, those who answered “yes” was most likely to experience moderate physical violence ($r=.59$)¹. In addition, the likelihood of those women who had experienced sexual and psychological violence to answer “yes” to the question ($r=.32$) was higher than those who had experienced social ($r=.22$) and economic ($r=.24$)

¹ r = coefficient of correlation.

violence. These results suggest that women in general do not interpret social and economic forms of domestic violence as violence per se. Furthermore, the correlations show that women who are under heavy social and economic pressure normalize the violence they experience.

When reports of experiencing domestic violence were examined according to marital status it was observed that divorced women were more likely to report experiencing violence between one to five years (10%) relative to married or never married women (4%). Indeed divorced women were also much more likely to report experiencing all 5 types of domestic violence than other women. These findings suggest that regardless of the type of violence that they were subjected to, workingwomen were willing and able to divorce their partners and getting a divorce seems to be one of the consequences of domestic violence. This interpretation is also consistent with the finding that only 16% of women who reported being abused still continue the relationship with the perpetrator due to economic reasons. This difference is reflected in the slight difference between women in managerial roles and other white-collar workingwomen as shown in Figure 8 below. It is likely that women with more income are less likely to continue an abusive relationship.

Figure 8: Difference between women in management roles and other workingwomen in experiencing violence (%)



6.7 Do Abused Women Need Support? What are Potential Sources/Mechanisms of Support?

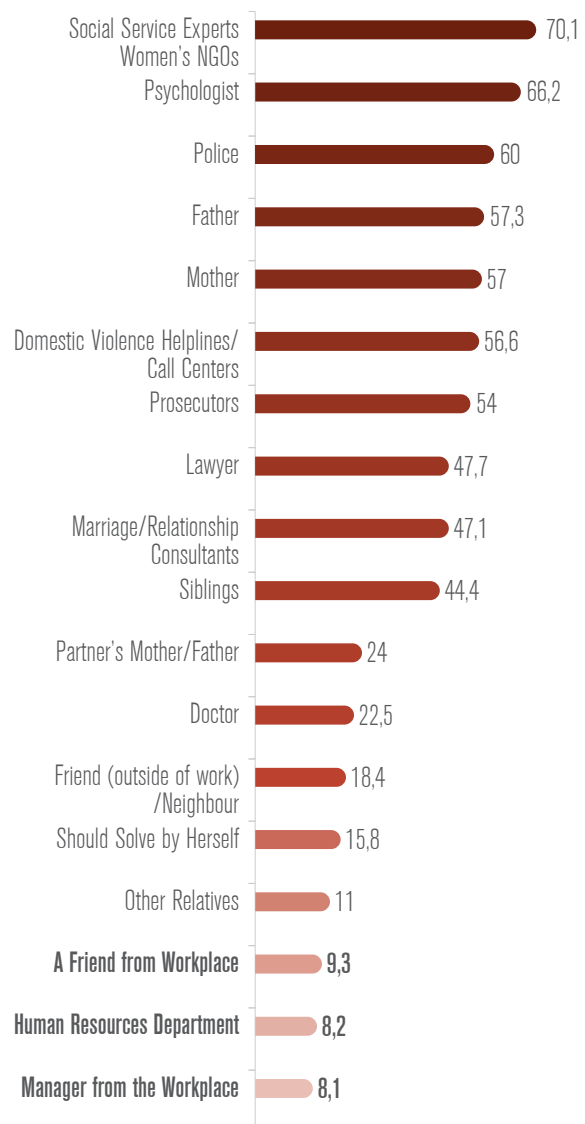
Sixteen percent of the participants argued that women who are subjected to violence by their domestic partners should solve this problem on their own. This result may be a reflection of the profile of the sample as being better educated and earning a better income than the average woman.

A large part of the participants who did not favour women coping with violence alone suggested that social workers (70%) and psychologists (48%) can be good sources of support for abused women. Police (60%), mother or father (57%), violence hot-lines/call centers (57%) and

prosecutors (54%) were the other support mechanisms that were considered potentially helpful. These were closely followed by lawyers (48%), relationship counsellors (47%) and relatives (44%) as potentially helpful sources of support. Relatively fewer participants suggested that the parents of the perpetrator (24%), a doctor (23%) or a friend/neighbour (18%) may be helpful.

Women (72%, 68%, 60%, 51%) were somewhat more likely than men (68%, 64%, 54%, and 44%) to suggest that social workers, psychologists, hotlines and lawyers can be effective support mechanisms. On the other hand, men (30%, 51%) were more likely than women (18%, 43%) to suggest that those perpetrators' parents or relationship counsellors would be helpful. These results suggest that while women seem to believe that it is more appropriate to seek help from sources which would help the victim get away from violence and end the relationship, men seem to suggest mechanisms that would help the relationship continue.

Figure 9: Opinions on where to get support



Suggesting that, better educated individuals are more likely to consider more formal mechanisms of support, 61% of the respondents who had a masters degree relative to 51% of those with a high school degree thought that women should contact the prosecutor if they face domestic violence.

Respondents considered asking support from someone in the workplace (manager, HR, colleague) as the last resort (8-9%). When asked, one third of participants agreed that sharing this with one's manager would indeed have a negative consequence for women and close to half of the female participants stated that they would probably be embarrassed to share the situation with their manager. Men (41%) were more likely to disagree than women (35%) with the argument that sharing the situation with one's managers would be bad for the victim. In addition, younger women between the ages of 18-25 (47%) were much more likely to be embarrassed to share the situation with their manager than those women between the ages of 46-55 (26%).

6.8 Who do Abused Women Actually go to for Support?

Twenty-seven percent of women who were reported being abused by their partners suggested that they did not share this with anyone. On the other hand, those who sought support were most likely to talk to their friends or neighbours (44%). Furthermore, three in ten abused women shared this situation with their mothers or siblings while seeking support from a professional psychologist was much less preferred (20%). Although participants consider mothers and psychologists as more appropriate sources of support than friends and neighbours, women who were subjected to violence share their situation more with friends and neighbours presumably because their mothers or psychologist may not be of easy reach in times of need. Given that one third of abused women report having to leave their house temporarily it is not so hard to see close friends and neighbours as sources of important assistance.

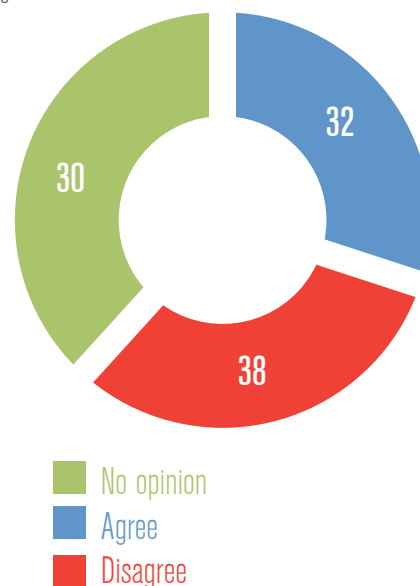
Even though participants thought colleagues in the workplace or their manager as least preferred sources of support, 19% of abused women actually discussed their situation with their colleagues and 13% with their managers. The majority of these participants stated that they were satisfied with the help they received. On the other hand, HR officers, social workers were the least consulted sources in the case of domestic violence by working women.

Figure 10: To whom abused women actually go for support



Figure 11: Should one share the experience of violence with her manager? (%)

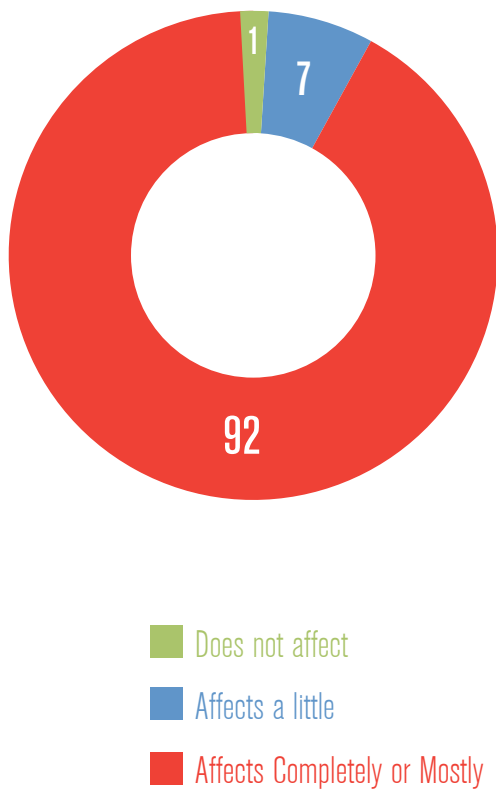
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6.9 Does Domestic Violence Have a Negative Impact on Women's Work Life?

While 8% of the respondents thought that domestic violence would somewhat have a negative impact on women's career, 92% suggested that it would considerably or completely impact work life. These findings show that almost all participants were aware of the negative effect of domestic violence in the workplace as shown in Figure 12.

Figure 12: The effect of IPV at workplace (%)



According to the results, abused women felt unwell and tired following the violence episode. Other indicators were about psychological factors that would directly influence job performance such as being disoriented, absent-minded, and insecure. Absenteeism, lateness, avoiding responsibility was less likely to be reported relative to these psychological effects. Only one in ten women admits having to neglect work because of domestic violence and 3% report losing her job because of it. The Table 2 presents the impacts experienced by battered women.

Table 2: Impact of IPV at work

Psychological Impacts of Partner Violence

Feeling unhappy	54.4%
Being tired	35.9%
Being inattentive and preoccupied	32.6%

Behavioral Impacts of Partner Violence

Not paying attention to her physical appearance	19.6%
Having difficulty about improving herself	16.3%
Negative impacts to relationships with coworkers	13%

Job Performance Effects

Lateness of work	4.4%
Missing work	3.3%
Not taking more responsibility at work	3.3%
Working from home is becoming impossible	3.3%

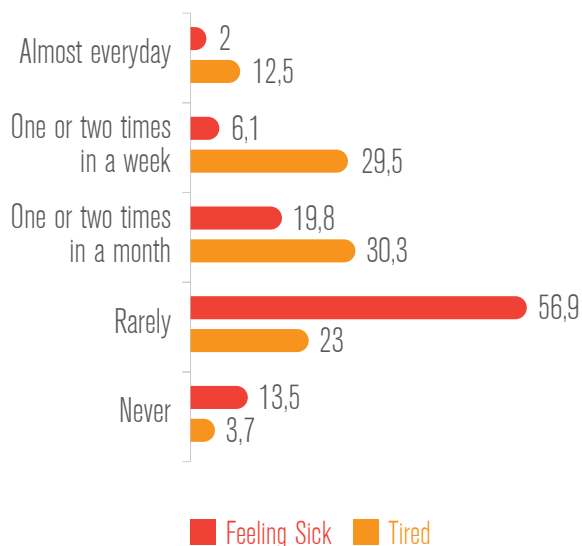
Employees who did not experience any of the impacts 34.8%

6.10 Does Domestic Violence Have an Effect on Work-Family Role Conflict?

Domestic violence has consequences related with work-family conflict. Family related concerns, demands, stress would be very high in case of domestic violence and it would spill over to women's work lives. Such conflict at the boundary of work and home has been shown to influence not only women's health in the long run but also their work performance. Respondents answers related to work-family conflict questions were analyzed to evaluate the degree to which having experienced domestic violence was related to feelings of family interference with work demands. The findings show that all 5 types of domestic violence together ($r=.32$) and separately were related to higher levels of family interference with work demands. Those women who experienced more violence were significantly more likely to confirm that "The concerns and problems in my family life occupy my thoughts at work" and "The stress at home makes me irritable at work." Social ($r=.25$) and economic ($r=.23$) types of violence, which most women did not interpret as violence, were also related to feelings of work-family conflict.

Survey revealed that 62.3% of the respondents work overtime. Although men tend to work slightly more than women, women seem to feel tired or sick more than men as shown in Figure 13 below. These results suggest the effect of double duty for women and the burden of perceived family obligations are higher for women than men.

Figure 13: Feelings of tired or sickness (%)



DV@Worknet

In March 2014 dv@worknet received funding from the Social Science and Humanities Research Council of Canada (SSHRC) to create a Canadian-led international network of researchers, domestic violence experts, social and labor organizations, and employers to conduct research and mobilize knowledge about the impacts of domestic violence in the workplace. The primary goal of the network is to accelerate the development of the emerging knowledge base on this issue. Several specific research initiatives form the initial basis of the partnership, as the Network engages additional partners to develop the international network:

1) Survey research, including cross-national comparisons, will be conducted to understand the scope and impact of the problem internationally;

2) The specific impacts of offender behavior, on their own productivity and on the workplace generally, will be examined in the first Canadian study of offenders in the workplace;

3) A Canadian-led international network will be established to mobilize knowledge about domestic violence in the workplace, including research questions, new/promising evidence, and best practices; audiences will be researchers, policy actors, legislators, labor organizations, employers, worker and domestic violence advocates, and survivors of domestic violence.

Named partners on the Network, along with the Centre for Research & Education on Violence Against Women and Children at Western University, include the Canadian Labor Congress, the International Labor Organization, the German advocacy group Terres des Femmes, the US advocacy group Futures Without Violence, Cornell University's Industrial and Labor Relations School, the Preventing Violence Across the Lifespan (PreVAiL) Research Network (and its partners in the Public Health Agency of Canada and the World Health Organization), the University of New South Wales' Centre for Gender Related Violence Studies, and research experts from Sabanci University in Istanbul, Turkey. Many more collaborators from government, private industry, labor and domestic violence service organizations and universities have formally indicated support, indicating the timeliness and need for this kind of network.

Ultimately, stronger evidence and international comparative data will help to shape legislation, policies, and practices that promote domestic violence prevention and safety in workplaces, that hold abusers accountable for their behavior, and that lift the burden from victims so they need not deal with domestic violence alone.

Outcome of Workshop on Business Against Domestic Violence, Best Practices

Business Against Domestic Violence Best Practices Workshop took place on November 4th 2014 at Sabancı Center. The workshop brought together business representatives, academicians, opinion leaders, and representatives of several NGOs in order to discuss the best practices that are implemented against domestic violence at the work places around the globe and share their ideas about the tools and methods that can be employed against domestic violence in the Turkish context. The participants were divided into three groups so that each group had representation from businesses, NGOs, scholars and lawyers. In the first session, each table was given a set of questions (See Appendix B) about what companies should do and the round table moderators reported the outcomes of the discussions to the whole group. In the second session, the participants discussed a new set of questions related with the possible collaboration and cooperation between various institutions to address the intimate partner violence and its impact on workplace.

The participants first established a starting position, a framework for the roundtable discussions. In doing so, the participants benefited from the reporting of the outcome of discussions by a group of lawyers about the boundaries of companies' involvement in domestic violence. Companies are advised to avoid involving company's legal councils in directly representing women in their legal battles in order to avoid any potential conflict of interest and to prevent allegations of using company resources for personal matters. Companies were suggested that any support should be based on policies developed and approved by officers who have decision-making authority. Companies were recommended to have priorities in educating employees on being aware of domestic violence and its effect on the work, encouraging and enabling women to seek help from experts and expert institutions, offering support and employment protection during the process and ensuring their safety while at work and/or working.

7.1 What Should the Companies do?

The survey conducted within the scope of BADV Project confirmed that women who are subject to intimate partner violence don't want to share their situation with their employers since they anticipate negative consequences of such disclosure for their employment and career. However, intimate partner violence is a serious and widespread issue

that negatively affects the workplace. These negative effects can be minimized if companies have policies and procedures that would manage the negative consequences without penalizing the women. To this end, first of all the company should have a written policy about domestic/intimate partner violence and this policy should be well communicated to all the employees. A committee or a task force with the participation of volunteers from various departments (and especially women) can be established to develop the policy so that it is effective and can be implemented. Moreover, the company should have a solid policy of equality and respect for human rights and ensure a safe and healthy work environment and freedom from violence for all employees. This stance will earn the workers' trust to the company and it may encourage women to share their experience of violence with their employer. When they do so, it is crucial that they will be listened unconditionally, without judgment and in strict confidence. This will only be possible if the administrators are equipped with good communication skills and they are trained to help women who are experiencing violence.

7.2 Strategies and Actions Against Domestic Violence

Violence against woman is a violence of human rights. Companies can develop educational programs targeting all employees in order to create awareness around the definition and the perception of violence, and programs for the empowerment of the female workers. Educational materials can be developed in cooperation with academic institutions and NGOs. Human "resources" department managers should be trained so that they could help women who are need in of support. The companies may include psychological counselling to the workers' health benefit plans. Alternatively, the companies may sign agreements with independent organizations like Mor Çatı or KAMER so that the women in need will be able to get support whenever they need. Another proactive strategy is to offer women workers, who are at risk, possibility of relocation to a different work place, or to provide temporary accommodation if they need. Furthermore, the perpetration of violence within the working hours or within the facilities of the company should be carefully monitored and the company should be responsible for taking measures to prevent that.

The companies should be active in the establishment of perception of violence as a socially shameful act. Considering that the exercise violence is also associated with negative consequences for the perpetrator and his work the training programs should include all employees including men.

7.3 Why Should Corporations Act Against Domestic Violence?

The risks and benefits of adopting different policies against domestic violence should be carefully analyzed in order to identify the most effective approaches. However due to the lack of data and the difficulty of measuring the outcomes, the benefits and risks of different approaches cannot go beyond anecdotes and speculations. In general, the companies that respect their employees' human rights and enable them to exercise those rights are preferred employers. In the long term, equality between men and women encourages women's participation in the workforce and benefits the economy and the society.

7.4 Collaboration with Institutions

The cooperation between companies and institutions in working against domestic violence is crucial. One approach is to establish a common platform under the leadership of business organizations. TUSIAD, PERYON and KAGIDER are examples of such organizations. Another approach could be to establish a CEO club/group whereby the importance of this issue is stressed in the organization from top-down. Large companies can develop supply chain policies and encourage their suppliers to adopt policies and cooperate against domestic violence.

Labour Unions are the most active players in developed countries where collective bargaining process is used to provide support and protection to woman workers. In Turkey, cooperation with labour unions should also be pursued in the future. Collaboration with universities that have law departments can be engaged in the action against DV to provide free legal advice to women in need.

7.5 The key outcome

Companies should consider implementing policies and practices to support women at risk or exposed to violence by

- Developing and adopting policies and procedures to address the issue in a consistent and systematic way
- Creating an environment and culture that is egalitarian and intolerant to violence
- Providing formal support and assistance to victims

A Company Case

Hürriyet: No to Domestic Violence

Hurriyet determined the fight against domestic violence as a human resources policy. In this last 10 years, the campaign took important steps to create awareness on this important issue. It started with trainings in "Education Buses" all around Turkey and reached approximately 40,000 people. Among them were housewives, husbands, police officers, civil servants, imams, teachers, and government officials. Hürriyet created several publications, organized international conferences, published 2 music records and a DVD, organized 4 charity concert and with "Liberty is Our Right" Training Project, awareness on domestic violence was delivered to everywhere in Turkey.

On October 15th, 2007 one of the most important achievements of the campaign was launched; the first and only 7 days-24 hours available Domestic Violence Hotline of Turkey:

- The Hotline was launched with the collaboration of Istanbul Governorship and one year funding of European Union.
- Currently the Hotline is surviving through Hürriyet Newspaper's efforts to bear its operational costs and charity projects run by Hürriyet.
- Before the hotline was launched, more than 100 policemen warranted by Istanbul Governorship and gendarmerie forces were trained on how the hotline was going to work and how they can help the victims.

Until now, Domestic Violence Hotline has received over 40,000 calls from all cities of Turkey, 14 different countries. Among these people, 21,000 of them were victims of violence and 2100 of them needed urgent police assistance. The hotline still continues to help victimized people.

Conclusion and Call for Action

The magnitude of intimate partner violence in Turkey is alarming. We tried to shed light on the severity of the problem and its effect on women's participation in the workforce and on the workplace by focusing on the relatively more "silent victims"; the educated working women; the professionals. These are the women in the pipeline expected to crush the glass ceiling and participate in the high level decision-making. Our survey suggest that vast majority of women, regardless of their status and education, are subjected to one form of violence or the other in their life time. Professional women and women in managerial roles are no exception. We also established that women who experience forms of violence other than the severe physical form are not aware that they are victims of abuse or they prefer to deny their situation. Sometimes women blame their work for preventing them to fulfil expectations of their partners as mothers and lovers. Violence seems to be a fact of every woman's life in Turkey.

Our survey demonstrated that intimate partner violence prevents women to effectively and fully participate in economic life. While DV first and foremost affects women, families and communities, it also creates costs associated with lost productivity, absence, distraction, missed work, workplace accidents, and turnover and employee morale. The cost to the society related with disability, unemployment, mental illnesses and damaged children are not easily quantifiable but significant. More research is required to understand the wider impact of DV. However, DV prevents women to develop their full potential as workers, professionals, entrepreneurs and business leaders, and contribute to economic and social development accordingly.

We hereby invite companies who are concerned about the future of our societies, who subscribe to the goals of sustainable development and aspire a better quality of life for all, to individually and collectively take action against DV by creating a work culture that is intolerant to violence, adopting formal support and intervention policies to deal with domestic violence, use their organizational capabilities to empower victims, discourage potential perpetrators and collaborate with the government, NGOs, trade unions and universities to develop effective strategies that would benefit both the companies themselves, and protect and empower women.

Companies who are signatories of the UN Global Compact, UN WEP and members of Equality at Work Platform, some of which have participated in our survey are especially invited to take a leadership role to bring the issue into the business agenda. We will continue to observe and research the effectiveness of various policies, help develop tools and practices to combat domestic violence against workingwomen and report back.

Diversity and the richness of ideas and perspectives that come with it cannot be achieved without equality at work. Domestic violence is a serious obstacle to this end.

Appendix A. Behavioural Descriptions of Different Types of Violence

Behavioural Descriptions of Different Types of Violence

Psychological	Economic	Social	Sexual	Moderate Physical	Severe Physical
Using offensive terms	Preventing partner to work	Becoming angry when she is talking with other men	Pressuring for sexual intercourse	Slapping on the face	Wounding with a knife or another object
Deriding the physical characteristics of women	Looking down on woman's work	Controlling where she will go and who she will meet	Unwanted sexual intercourse	Threatening towards to give physical harm	Threatening with a gun or a sharp object
Swearing	Belittling woman's position	Frequently calling to check her whereabouts	Physically forcing sexual intercourse	Pushing	Causing burns
Yelling	Preventing or controlling woman's discretion on her income	Being suspicious of her cheating		Pulling hair	Locking in
Using offensive terms for partner's family or friend		Interfering what she will wear		Lifting hand to hit	
		Preventing her from seeing family and friends		Kicking	
		Preventing her from sharing personal views and opinions		Humiliating in front of others	
				Choking	
				Punching or hitting with an object	

Appendix B. Workshop Discussion Topics

Roundtable Discussion Topics

What can and should companies do to help women to be free from violence?

What can help women to see the workplace as a supportive environment?

How can companies collaborate and join forces in combating domestic violence?

What are the risks that a company faces when adopting a strategy against intimate partner violence?

What are the proactive strategies that companies can employ against partner violence?

What are the reactive strategies for dealing with the consequences of partner violence?

Which approaches work better in Turkey? (A list of company best practices was shared at the workshop.)

Who and what can positively affect a company's management in the adoption of policies against domestic violence and in supporting women?
(Government initiatives, UN Global Compact, NGOs, business organisations, trade unions, etc.)

How can universities support and collaborate with businesses in dealing with domestic violence?



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