

Mitigating the Risks of
Gender-Based Violence:

A Due Diligence Guide for Australian Investors

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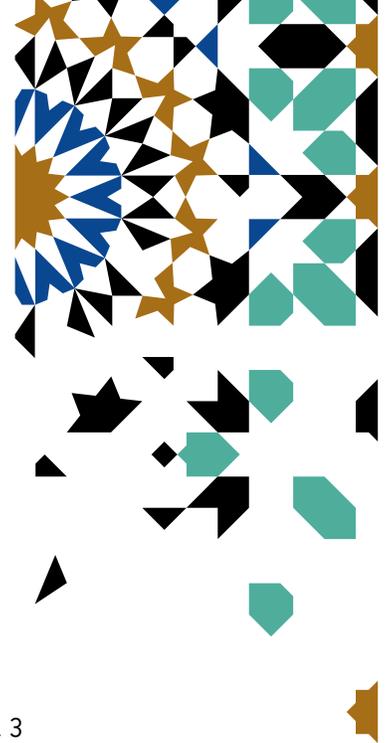


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INTRODUCTION

The impact of gender-based violence and inequality on companies, sectors, and geographies, though material to finance, is rarely factored into investment analysis. This guide lays out the context of gender-based violence in Australia, as well as industry and company settings in which these risks may exist. This can help investors expand their due diligence to consider this impact and builds upon diligence processes that are standard worldwide. Whilst not comprehensive, this guide is a starting place that enables investors to develop a best practice methodology for incorporating an assessment of the risks of gender-based violence and inequality into the due diligence process.

The risks to a company come not only from the company's own activities, but also from other factors that impact violence within sectors, industries, and society. These factors include cultural norms, government policies, and the ways in which laws and policies are enforced. This guide intends to equip investors to determine their investment's potential exposure to a range of gender-based risks: political, regulatory, operational, and reputational.

Deliberately considering gender inequality and gender-based violence in your investments is important in understanding the full range of risks (and potential opportunities) material in their impact on your investments. These issues are complex, and active intervention without expertise can be unwise. Rather, we aim to help investors to develop an understanding of which questions to ask to assess how gender-based violence and inequality may be material risks to their investments. The flipside to risk is opportunity; investors may wish to create positive change by raising awareness and working with company management to address these issues. This is addressed in a later section.

While much work on violence in the workplace has focused on explicit factors such as sexual harassment policies, this guide includes questions about a variety of factors related to gendered power dynamics, which are the root cause of violence. To this point, gender inequality is a key driver of gender-based violence, and so the guide suggests questions which may be used to uncover gender inequality. This approach has been taken to be more explicit about the circumstances that shape gender-based violence so investors are clearer about what can increase its incidence and severity, and thus what would increase the materiality of risk.

This tool is one component of a broader effort to ensure everyone has the right to live free of violence. The global COVID-19 pandemic increases the urgency of incorporating gender equality and gender-based violence into risk and mitigation analyses because gender-based violence is significantly on the rise across the globe.

Finally, it is important to note that the priority of anyone addressing gender-based violence must be to put safety first and do no harm. Gender-based violence is a global human rights violation that is widespread and complex, and approaching it without expertise or care can result in unintended consequences. We encourage companies that want to invest in prevention and/or response to research this thoroughly and reach out to State or Federal gender-based violence experts when shaping their approach. We provide guidance on leading with a safety-first approach in the “**Do no harm**” section.

Key Statistics and A Note on Terms

Gender-based violence is a global “shadow pandemic”¹ affecting more than 1 in 3 women and girls worldwide, as well as millions of boys, men, and gender-nonconforming individuals. Gender-based violence can include physical, sexual, mental, and economic violence, including rape, sexual assault, intimate partner violence, workplace harassment, human trafficking, financial abuse, and emotional and psychological abuse.

Much of the research on violence has focused on women, and the terms “gender-based violence,” “violence against women,” and “violence against women and girls” are often used interchangeably. Research indicates that male victims are in the minority: 95% of all violence against a man or a woman is perpetrated by a man² and in Australia 1 in 5 women compared with 1 in 20 men have experienced gender-based violence.³ It must be noted that while much of the current research focuses on women and girls, gendered violence applies to many vulnerable populations, such as LGBTIQ+ and gender-nonconforming people, who are at higher risk of violence. In Australia, the commonly-used term “family violence” acknowledges that violence affects a whole family, and violence against an adult has impacts on children.

As such, throughout this tool, we use different terms depending on the research we are citing, but fundamentally, all forms of violence are rooted in power differentials between people based on their gender identity or expression.

The Costs of Violence in Australia

Violence against women is estimated to cost Australia almost \$22 billion⁴ annually and forecast to increase to total \$323 billion over a 30-year period by 2045.⁵ While women bear the largest share of the cost, governments bear significant costs as well. The annual cost of lost economic opportunities for the victim have been assessed at \$4.4 billion, and the impact of violence against women and children on productivity and business at \$1 billion. In terms of GDP, the hit to the economy is 1.57%.⁶

¹ UN Women, “Violence against women and girls: the shadow pandemic”: <https://www.unwomen.org/en/news/stories/2020/4/state-ment-ed-phumzile-violence-against-women-during-pandemic>

² ABS Personal Safety Survey 2015, “Additional analysis on relationship and sex of perpetrator”: <https://violenceagainstwomenandchildren.files.wordpress.com/2015/07/abs-personal-safety-survey-victim-perpetrator-sex-and-relationship6.pdf>

³ AIHW 2019: “Family, domestic and sexual violence in Australia: continuing the national story 2019” <https://www.aihw.gov.au/getmedia/b0037b2d-a651-4abf-9f7b-00a85e3de528/aihw-fdv3-FDSV-in-Australia-2019.pdf.aspx?inline=true>

⁴ KPMG, The Costs of Violence Against Women and Their Children in Australia: https://www.dss.gov.au/sites/default/files/documents/08_2016/the_cost_of_violence_against_women_and_their_children_in_australia_-_summary_report_may_2016.pdf

⁵ PWC, “A high price to pay: The economic case for preventing violence against women” <https://www.pwc.com.au/publications/economic-case-preventing-violence-against-women.html>

⁶ Care International, “Counting the costs of violence”: https://www.care-international.org/files/files/Counting_the_costofViolence.pdf



The term **family violence** is commonly used because violence affects the whole family:

In 2017, 26,000 children were made homeless due to family violence.

418,000 women said the children in their care had witnessed family violence.

In 2019, 63 women died from family violence and 217 children were hospitalised due to family violence by a parent.

In 2020, the lock-down restrictions on families mean those figures are likely to be much higher.⁷

⁷ Australian Government Australian Institute of Health and Welfare (AIHW) "Family, domestic and sexual violence in Australia: continuing the national story 2019": <https://www.aihw.gov.au/getmedia/b0037b2d-a651-4abf-9f7b-00a85e3de528/aihw-fdv3-FDSV-in-Australia-2019.pdf.aspx?inline=true>

Understanding Gender-Based Violence in the Australian Context

Gender inequality is where unequal value is afforded to people with different gender identities and expressions and there is an unequal distribution of power, resources, and opportunity between them. This may be enabled in laws or policies formally constraining the rights and opportunities of women and other marginalised populations. Inequality is maintained through more informal ways. These include:

- > Social norms such as the belief that women are best suited to care for children
- > Men's control of decision-making and limits to women's independence
- > Structures such as pay differences between men and women
- > Stereotyped views about masculinity and femininity and their impact on the way girls and boys are raised
- > Disrespect towards women and male peer relations that emphasise aggression

Gender inequality is at the root of gender-based violence.⁸ Although there is no single cause of violence against women and children, evidence shows certain factors consistently predict—or drive—higher levels of violence. These include beliefs and behaviours reflecting disrespect for women, low support for gender equality, and adherence to rigid or stereotypical gender roles, relations, and identities.⁹ In Australia, beliefs that enable gender inequality are widespread. For example, in 2017, 1 in 5 Australians thought “men should take control in relationships and be the head of the household,” and more than 1 in 4 Australians thought women “prefer a man to be in charge.”¹⁰ It is these attitudes or beliefs about gender roles, coupled with structural inequalities, that enable a wide range of gender-based violence.

In the context of creating a due diligence process it is important to note that power dynamics, attitudes, and norms can change. Therefore, any investor looking to the future should think about the current reality and about what is changing. In the case of COVID-19, pandemics and other disasters have been shown to exacerbate existing inequalities.¹¹ Another example highly relevant for Australian investors is that research following severe bushfires shows similar increases in interpersonal violence as has been observed during the current COVID-19 crisis.¹²

The COVID-19 pandemic has created multiple economic and social stressors that contribute to increases in violence. These include:

⁸ Our Watch: <https://handbook.ourwatch.org.au/resource-topic/the-link-between-gender-inequality-and-violence-against-women> accessed August 2020

⁹ Our Watch, “Change the Story”: <https://d2bb010tdzqaq7.cloudfront.net/wp-content/uploads/sites/2/2019/05/21025429/Change-the-story-framework-prevent-violence-women-children-AA-new.pdf>

¹⁰ VicHealth 2017, “Violence against Women in Australia”: <https://www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/PVAW/Violence-Against-Women-Research-Overview.pdf>

¹¹ McKell Institute, “COVID-19: Why the economic fallout is exacerbating inequality”, April 2020: <https://mckellinstitute.org.au/research/articles/covidinequality/>

¹² Molyneux et al (2019), “Interpersonal violence and mental health health outcomes following a disaster”: https://www.cambridge.org/core/services/aop-cambridge-core/content/view/FE519D59C68BCE944AE4A88884A157C5/S2056472419000826a.pdf/interpersonal_violence_and_mental_health_outcomes_following_disaster.pdf

- > Lockdown and increased isolation mean people are trapped with their abusers and have even less access to support systems or the opportunity to report abuse
- > Financial and economic insecurity and stress can contribute to feelings of loss of power and control by the abuser which in turn increases violent behaviour
- > Access to services is reduced due both to people's inability to move freely as well as the closure of some services
- > Government fiscal stimulus measures may not be applied in a gender-equitable way across the population or industry sectors
- > Workplace decisions regarding whose hours are reduced or who is hired or fired could be made in a discriminatory way
- > The extension of the workplace into the home in a pandemic changes the level of risk for employers in their duty to keep employees safe, although this duty remains¹³

“The coronavirus outbreak has had devastating health, economic, and social consequences for many Australians. In paid and unpaid work, women have been disproportionately impacted. Many of the gendered inequalities that existed in the pre-COVID-19 world of work – like the overrepresentation of women in lower-paid, insecure jobs and the uneven distribution of unpaid domestic labour – have been exacerbated by the global pandemic. This has meant that women have suffered a triple burden during the pandemic and are starting behind men as we look toward a health and economic recovery.”

- Professor Rae Cooper,
OECD Forum, July 2020

This pandemic is also leading to new gendered patterns that may have longer-term effects.¹⁴ Particularly relevant to investors is that circumstances are not short-lived; the effects of increased violence create long-term shifts in societal patterns and the economic consequences may last for years. Violence has long-term and multigenerational effects on health, education levels, labour force participation, and more. If investing is about assigning value based on predictions about the future, investors should note that that future is changing. This means investors may need to review their risk analysis regarding gender inequality and gender-based violence in a pandemic.

Investors can ask themselves: are the companies I am investing in able to respond not just to the costs of violence that is currently occurring, but also the potential of a future where gender-based violence and inequality are no longer tolerated? Can they respond to the change in social norms where matters which were previously handled internally find their way into mainstream discussion? Cases of sexual harassment prompting recent scrutiny across AMP, as well as the media coverage of Channel 7 in 2017,¹⁵ highlighted the impact of organisational and board responses as well as the ensuing shareholder reaction.

While gender-based violence might be a chronic or systemic risk today, as regulatory practices, societal tolerance, and gender norms shift, it can become an acute risk in companies that do not adjust. In the same way, the increase of gender-based violence during the COVID-19 crisis will likely exacerbate those risks.

¹³ WorkSafe July 2020, “Managing Coronavirus risks”: <https://www.worksafe.vic.gov.au/managing-coronavirus-covid-19-risks-mental-health-work>

¹⁴ Workplace Gender Equality Agency, “Gendered Impacts of Covid 19, May 2020”: https://www.wgea.gov.au/sites/default/files/documents/Gendered%20impacts%20of%20COVID19_0.pdf

¹⁵ “The Guardian, Meade, A., 26/9/2017, Channel Seven’s ‘disgusting treatment of Amy Taeuber revealed in recording’”: <https://www.theguardian.com/media/2017/sep/26/channel-sevens-disgusting-treatment-of-reporter-amy-taeuber-revealed-in-recording>

Understanding Gender-Based Violence as an Investment Risk

While some studies into the costs of gender inequality and gender-based violence exist, little has been done to explain the linkages between their social and economic impacts and how this translates as a risk to investments or how the cumulative effect of gender disadvantage becomes material.

Moreover, this global pandemic represents a moment of cultural change in which public awareness of the rise of gender-based violence is serving to exacerbate existing investment risks and creating new ones. The increase of family violence in Australia has consistently been in the news since the pandemic began, with the UN Secretary General issuing a global plea for governments to address it. The way in which we consider investment risk related to gender-based violence is therefore changing.

The risks created for direct investment into enterprises generally fall within four existing investor due diligence categories:

➤ Political Risk

Assessing country-level risk and the stability of markets is key to valuing a potential investment. Gender-based violence is not typically part of assessing country-level risk, but compelling reasons exist why it should be. Research shows that levels of violence against women are a better predictor of state instability than traditional measures such as wealth and the strength of institutions.¹⁶ High levels of violence can indicate unseen instability in a country, including corruption and coercion.

An increasing number of governments are naming gender-based violence as a national security risk, and during this pandemic, with rates of violence rising in all geographies, those risks are increasing. In Australia, despite the Federal Government declaration in 2015 that gender-based violence is a national crisis, attempts to reduce the occurrence of violence towards women and children do not appear to have significantly reduced incidence.¹⁷ Recently, the UN Secretary General connected violence inside the home to broader violence and security issues when he called for governments to address domestic violence as part of his call for ceasefires during the COVID-19 pandemic.¹⁸

➤ Regulatory Risk

Investors thinking about the future are always looking at how regulations or changes to regulations could present an investment risk. What if industry regulations were introduced that held companies accountable for gender-based violence, such as sex trafficking within supply chains or trade policies that pushed for increased transparency around workers safety, including sexual harassment and assault—even where this occurs outside Australia?

¹⁶ Harvard Kennedy School Belfer Center for Science and International Affairs, “The Heart of the Matter: The Security of Women and the Security of States”: <https://www.belfercenter.org/publication/heart-matter-security-women-and-security-states>

¹⁷ AIHW, “Family, Domestic and Sexual Violence in Australia <https://www.aihw.gov.au/getmedia/d1a8d479-a39a-48c1-bbe2-4b27c7a321e0/aihw-fdv-02.pdf.aspx?inline=true>

¹⁸ UN News, “UN chief calls for domestic violence ‘ceasefire’ amid ‘horrifying global surge’”: <https://news.un.org/en/story/2020/04/1061052>

Regulatory change was already happening before the pandemic as governments, journalists, and activists shone a light on violence. In their recent Respect@Work report, the Australian Human Rights Commission proposed an amendment to the Sex Discrimination Act 1984. By introducing the requirement of Positive Duty, companies will be required to actively take measures to prevent sexual harassment in the workplace (Positive Duty currently exists in Victoria).¹⁹

Likewise, with the introduction of the Commonwealth Modern Slavery Act (2018),²⁰ Australian companies are now increasingly mandated or voluntarily opting to report on their actions to address risks in their operations and supply chains. Of an estimated 40 million people forced into slavery globally, 71% are women and girls.²¹ As the way violence is viewed by society changes, regulations that impact companies may also; multiple examples of this have been seen in the United States and Western Europe in response to publicity regarding sexual misconduct in the workplace. Such regulatory changes are not isolated to those countries; they can also stem from the requirements of global trading relationships.

The kinds of shifts we are seeing during the pandemic, such as an increase in remote work and remote learning for children and youth—and the impact those shifts have on violence²²—could lead to future regulatory changes. Those companies that are aware of and responsive to gender patterns, including gender-based violence, will be better prepared to weather the changes and minimise their exposure to risk.

Operational Risk

Investors can use questions to indicate how gender-based violence and inequality (whether it is happening inside the company or in the broader social context) affect the day-to-day operations of a company.

Absenteeism and lower productivity can affect a company's bottom line. Employees experiencing family violence take more time off and, when at work, perform differently due to the physical and mental consequences of violence. With family violence on the rise during the pandemic, this risk is magnified, and will likely remain so at least as long as people are spending more time in their homes during the pandemic.

Employee retention. Gender inequality and violence in the “world of work” can lead to higher turnover and difficulty attracting staff. In addition, during the pandemic many employees are working remotely, so whilst the incidence of violence on a work site may decrease, the potential for online harassment and violence in the home may increase and employees may subsequently resign.

Quality assurance. Product quality decreases when gender-based violence affects the incentives and performance of workers.²³ This can be especially harmful in sectors and industries that employ a disproportionately high number of low-paid women, as they may be less likely to report quality or production issues.

¹⁹ A positive duty exists to “eliminate discrimination, sexual harassment and victimisation as far as possible”. Equal Opportunity Act (Victoria) 2010: https://content.legislation.vic.gov.au/sites/default/files/29c43705-c5ac-3ef7-9ca2-366392ee6f7e_10-16aa020%20authorised.pdf

²⁰ <https://www.legislation.gov.au/Details/C2018A00153>

²¹ UN Meetings coverage: <https://www.un.org/press/en/2018/gashc4244.doc.htm>

²² Pfitzner, N., Fitzgibbon, K. and True, J. (2020): Responding to the “Shadow Pandemic”: <https://apo.org.au/sites/default/files/resource-files/2020-06/apo-nid306064.pdf>

²³ Africa Newsletter on Occupational Health and Safety, “Violence at the workplace: The global response”: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.452.1788&rep=rep1&type=pdf>

Culture. Culture indicates productivity and general employee engagement and commitment to the company's goals. Companies try to measure and track culture through employee surveys and the like. In terms of gender-based violence and gender inequality, there are some important signs that investors can look for to assess a company's culture and gender equality standards.

- > Gender pay gap: between same positions and differential pay for similar positions held by men and women
- > Female-dominated lower-paid positions may indicate there are fewer opportunities for training and development
- > Male-dominated board, CEO, and Executive ranks may demonstrate discrimination when it comes to promotions and unconscious or conscious discrimination when hiring

Companies that have proactively worked to reduce or eliminate gender-based violence and inequality have an important operational advantage compared with peer companies that have not. Companies making changes to policies and practices in response to the pandemic, and those that are including an assessment of how patterns of violence and inequality are shifting, will likely see better operational outcomes.

➤ Reputational Risk

Investors thinking about the future of an investment need to ask themselves under what circumstances gender-based violence and inequality might become a reputational risk. Individual incidence of violence can affect domestic and international reputations. As global supply chains are under increased scrutiny around human rights, behaviors that may be tolerated in a local society may put contracts and future revenue at risk when disclosed to consumers and the market. In other words, if violence and inequality become less socially acceptable, the company will be exposed to increased scrutiny.

The cost of reputational risk of gender-based violence is changing fast. As culture changes, so does the tolerance—or lack thereof—of certain behaviors, leading to losses that would not have occurred from the same set of behaviors at a previous time. The #MeToo and #TimesUp movements continue to illustrate this, leading to losses in company value, relentless media coverage, and changes in corporate behavior. For example, market analysts believe that 2019's record number of CEO exits was a result of changes in what behaviours were tolerated brought about by #MeToo.²⁴

The COVID-19 pandemic is leading to shifts in behavioural patterns which indicate the erosion of gender equality with short-term consequences such as increasing violence, as well as longer-term ones. Examples include women dropping out of the workforce at higher rates than men and the contraction in female-dominated labour market sectors (the "pink recession").²⁵ However, there are indications that society could be in a moment of cultural shift in the opposite direction. Significant government and media reporting are emerging on the gendered outcomes of the pandemic, and institutions are devoting research and resources to it. The focus on these issues means that the reputational risk of being associated with violence might also be magnified over the longer term. So companies that are making the management and structural changes to respond will be better positioned to weather the changes in societal tolerance around gender-based violence globally.

²⁴ U.S. News, "#MeToo Contributes to 2019's 'Staggering' CEO Departures": <https://www.usnews.com/news/economy/articles/2020-01-08/metoo-contributes-to-2019s-staggering-ceo-departures>

²⁵ WGEA May 2020, "Gendered Impact of Covid 19": <https://www.wgea.gov.au/topics/gendered-impact-of-covid-19>

Indicators Assessing Investment Risk

The purpose of this guide is to enable assessment of investment risk that is the result of gender inequality and gender-based violence. To assess the specific risk this presents to a company, an investor needs to be able to analyse the context in which it operates and how that context might affect the company. It is also important to consider not just the present moment, but also what changes might be underway in that context. An investor is not just looking at the enterprise today, but also trying to predict how future changes might present opportunities or risks. Additionally, these indicators of risk should not be considered in isolation. Combined in a “cluster,” the effect becomes cumulative and amplifies the impact on risk. This “clustered effect” forms trends and can create material risks.

Indicators of gender-based violence are divided into three levels:

- COUNTRY
- INDUSTRY
- COMPANY

This section lays out investment risks that derive from gender-based violence within society broadly (country-level risk), in specific industries or sectors (industry-level risk), and within a company; the attitudes, policies, and practices; and a company’s potential exposure to those risks. In each section, the indicators of risk are translated into due diligence questions that can be used by the investor to assess the specific risk to the potential investment.

➤ COUNTRY-LEVEL

This section lays out investment risks that derive from the prevalence of gender-based violence within the society broadly, and a company’s potential exposure to those risks given this context.

Most gender-based violence happens in society, homes, and streets, not in the workplace. Family violence and sexual violence represent the most prevalent types of gender-based violence. As data is usually collected by country, we call this section country-level, but there are many contextual differences within a country coming from state and federal regulations and different attitudes and practices. For example, in Australia, sexual harassment laws are embedded in Commonwealth and State anti-discrimination legislation.²⁶ In terms of intimate-partner violence, the States, not the Commonwealth, have enforcement responsibilities and differences exist across all jurisdictions.²⁷

Another overlooked aspect is the way in which people interact and move around cities, which does not occur in a gender-neutral way. Gender bias in the built environment has been linked to inequality in a country by contributing to the maintenance of damaging gender roles.²⁸

²⁶ O’Connell, K., 2018, “Sexual harassment laws in Australia: An overview”: <http://executive.law.berkeley.edu/wp-content/uploads/2018/05/Australia-Sexual-harassment-Laws-Overview.pdf>

²⁷ Australian Government Department of Social Services June 2009, “Domestic Violence Laws in Australia”: https://www.dss.gov.au/sites/default/files/documents/05_2012/domestic_violence_laws_in_australia_-_june_2009.pdf

²⁸ World Bank: “Handbook for Gender-Inclusive Urban Planning and Design” <https://www.worldbank.org/en/topic/urbandevelopment/publication/handbook-for-gender-inclusive-urban-planning-and-design>

Urban design features may follow traditional lifestyle views, with a clear delineation between the city and suburbs and the services available in each location serving to cement gender stereotypes. For example, an entertainment precinct which attracts binge-drinking, street violence, and sexual assault will exclude women or put them at risk. By involving women in a co-design process, safety and community can be better reflected in cities as the lived experience is brought to light.²⁹

Indicators of the prevalence of gender inequality and gender-based violence

1. Law and policy

- Does the country have laws that criminalise gender-based violence?
- What policies are in place to diminish the incidence or impact of gender-based violence? For example, what is the country's overall gender policy?
- Is gender equality, including equal pay, supported through federal equal opportunity and human rights legislation?
- Has the country ratified any international human rights treaties?
- Does the country report against the UN Sustainable Development Goals?³⁰
- How does the country rank on the United Nations Development Programme's Gender Inequality Index?³¹

2. Governance and enforcement

- To what extent are the laws about gender-based violence enforced?
- Do police and law enforcement undergo specialist training in gender-based violence to improve the victim's experience?
- What level of funding does the government provide to prevent gender-based violence? Do they fund direct services and support for survivors?
- What is the gender balance in all levels of government?
- Do governments require private and public enterprises to report on their gender practices and gender balance?
- Does the government promote gender equal participation in government and government agencies? Do corporate governance associations promote gender-equal participation in private sector governance bodies?
- Are there informal systems that deter gender-based violence? Are there informal systems that encourage it? For example, religious organisations and village or informal courts that operate in accordance with local customs and traditional practices?

3. Attitudes, practices, and norms

- What is the prevalence of gender-based violence within the country?
- What is the societal tolerance around gender-based violence? How does that break down across generations, class, or geographic region?

²⁹ SBS: "Gender Mainstreaming: how designers can make cities safer" <https://www.sbs.com.au/topics/voices/culture/article/2018/06/19/gender-mainstreaming-how-designers-can-make-cities-safer>

³⁰ UN 2017, "Guidelines to support country reporting": <https://unsdg.un.org/sites/default/files/Guidelines-to-Support-Country-Reporting-on-SDGs-1.pdf>

³¹ United Nations Development Programme Human Development Reports: <http://hdr.undp.org/en/composite/GII>

- How are victims and perpetrators portrayed in the media? Is gender-based violence reported and discussed? Does the media have ethical guidelines with respect to such reporting?
- How strong is the will within civil society to end gender-based violence? What is the strength of the women's movement, which is a [recognised contributor to the decrease of gender-based violence](#)?
- Is gender mainstreaming included in the infrastructure and urban design process?

Several laws make it illegal in Australia for employers to discriminate on the grounds such as sex, race, religion, marital status, pregnancy, sexual preference, or parental status. Federal Laws:

- Australian Human Rights Commission Act 1986
- Workplace Gender Equality Act 2012
- Sex Discrimination Act 1984
- Racial Discrimination Act 1975
- Disability Discrimination Act 1992
- Age Discrimination Act 2004

There are also many State and Territory laws that lay out similar and separate requirements.

Future trends that will shift the prevalence of gender inequality and gender-based violence

1. Though there may be significant country- and region-specific variation in the advancement of gender equality, the current pandemic is disrupting progress. Women's global economic empowerment is increasing. In the long term this will affect gender norms, women's role within the economy, and potentially the incidence of gender-based violence. Increasing women's access to resources, education, and decision-making contributes to greater gender equality and creates an environment where gender-based violence is less tolerated.
2. The World Bank and the International Finance Corporation, for example, are both increasing their investments in violence prevention and mitigation. In 2019, the International Labour Organization ratified a convention affirming all workers' right to have world of work free of violence and harassment.³² With over 3000 institutional signatories worldwide representing USD 100 Trillion in assets under management, The UN Principles of Responsible Investing (UNPRI) will move to place human rights obligations at the same level of importance as climate change over the next 5 years.³³
3. Considering the increase in violence as a result of COVID-19, also pertinent is the amount of emergency response funds dedicated to violence. Research shows that funding for gender-based violence in emergencies remains short of demand and/or slow in distribution. The International Rescue Committee found that from 2016 to 2018, funding requests for GBV in emergencies totaled \$155.9 million, but two-thirds of these requests were unfunded and there was a gap of \$104.2 million.³⁴ In Australia, where \$130 million has been promised for frontline services, delays in release inhibit the impact of the crisis response.³⁵

³² International Labour Organization, "Eliminating Violence and Harassment in the World of Work": <https://www.ilo.org/global/topics/violence-harassment/lang--en/index.htm>

³³ Investor Daily, "Investors weak on human rights" <https://www.investordaily.com.au/markets/47475-investors-weak-on-human-rights-pri>

³⁴ International Rescue Committee, "Where's the Money? How the Humanitarian System is Failing to Fund an End of Violence Against Women and Girls": <https://www.rescue.org/report/wheres-money-how-humanitarian-system-failing-fund-end-violence-against-women-and-girls>

³⁵ Sydney Morning Herald, "Slow drip of domestic violence funding 'not good enough'": <https://www.smh.com.au/politics/federal/slow-drip-of-domestic-violence-funding-not-good-enough-20200716-p55csz.html>

4. As a result of the pandemic, girls are being forced to leave education because of the family economic burden. This makes them more vulnerable to negative consequences such as being forced into low-paid work in supply chains that provide goods to companies in the developed world. These women will be vulnerable to exploitation and gender-based violence.
 5. Further gendered impacts have been identified for women in the form of reduced labour-force participation, disproportionate unemployment and early superannuation withdrawal as well as increased caring responsibilities. These will have broad and lasting implications for financial and economic security.³⁶
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Sexual Harassment in Australia

In the last 5 years, 23% women and 16% men have been sexually harassed at work. At industry level, 81% of employees in information, media, and telecommunications, 42% of employees in retail, and 40% of employees in mining industries have been harassed.³⁷

³⁶ “Gendered impact of COVID 19”: <https://www.wgea.gov.au/topics/gendered-impact-of-covid-19>

³⁷ Australian Human Rights Commission 2018, “Everyone’s business: Fourth national survey on sexual harassment in Australian Workplaces” <https://humanrights.gov.au/our-work/sex-discrimination/publications/everyones-business-fourth-national-survey-sexual>

COUNTRY-LEVEL: DILIGENCE QUESTIONS

Due diligence questions to determine a company's exposure to risks created by gender-based violence in the country

Political Risk

- Is the company located in a country that has high and/or rising levels of gender-based violence? This can indicate higher levels of long-term political instability, which constitutes a market risk over the longer term.
- Does the government have a legislative programme in respect of gender-based violence? Is it successful?
- Is the company in a sector that has received or will receive further COVID-19 stimulus funds?
- Is the company at risk when COVID-19 economic stimulus (i.e., JobKeeper) ceases?

Operational Risk

- Has the company undergone a gender equality audit or training?
- What is the company doing to support workers who experience intimate partner violence? For example, benefits, support services, or the availability of personal, sick, or compassionate leave?
- How might patterns of gender-based violence affect how the company's product or service is used? Is the experience of the customer considered? Will a change in social norms cause demand to alter?

Regulatory Risk

- Is the company in compliance with all laws and regulations surrounding gender-based violence?
- Is the company seen as a leader on gender-based violence and women's rights more broadly within the community? This role would allow it to anticipate and respond to regulatory shifts.
- Is the company open to incorporating changing attitudes to gender equality into governance and reporting?
- Does the company's business model rely on low-paid women and child labour offshore that may need to be disclosed under increased supply chain transparency?

Reputational Risk

- Would the company provide transparency in its supply chains to customers?
- Does the governance board respond to regulatory changes or is it a laggard?
- What role is the leadership of the company taking in addressing gender-based violence in the community? Is the company associated with positive change?
- Does the company work with other organisations to support its employees, suppliers, or customers—for example, collaborations with local community groups, women's organisations, faith-based organisations, government agencies, and not-for-profits that prevent or respond to violence outside the workplace?
- Does society expect transparency with respect to reports of sexual harassment in the company? Is this changing?

► INDUSTRY-LEVEL

This section lays out investment risks that derive from the prevalence of gender-based violence within specific industries or sectors, and how to understand a company's exposure to those risks. In addition, there tend to be industry-specific patterns in the impact of, and recovery from, disasters that can inform investment decision making.

The incidence of workplace gender-based violence and inequality varies from industry to industry. Moreover, industries that overlap with informal sectors face a different set of risks. In those settings there are fewer structures in place to report on or measure gender-based violence, so enforcement of laws or regulations in the informal sector is challenging, as is assessing the subsequent impact on investment risk.

Job losses and exploitation already occur at higher rates in sectors that are predominated by women, such as service, hospitality, and domestic work.³⁸ The current pandemic is exacerbating the inequalities and vulnerabilities in various sectors and industries, and anecdotal evidence indicates that rates of violence are increasing in industries dominated by women and low-wage workers.³⁹

In addition to the immediate impacts of the pandemic, there will be patterns to response and recovery efforts where attention to gender-based violence and inequality can help investors mitigate risk. For example, government and private money typically moves significantly to infrastructure projects after economic downturns, and this would appear to be the case in Australia.⁴⁰ As investors plan recovery investments, an assessment of gender-based violence patterns in each industry can help to get to better outcomes.

Indicators of the prevalence of gender inequality and gender-based violence

1. Standards or policies

- Are government enterprises, international companies, or large companies mainly involved in the sector or is it dominated by smaller enterprises?
- How regulated is the industry? Who sets standards for the industry? Is the industry self-regulated and if so, does it meet community expectations?
- To what extent is economic activity within the industry taking place in the informal sector vs the formal sector?
- Is the sector profitable when regulations are followed or is there a large profit incentive to operate outside regulations?
- Does the sector rely on migrant labour and how may that be impacted by a pandemic?
- Is workplace safety in this industry a matter of community focus?
- Has the risk profile of workers changed due to COVID-19, i.e., due to an increase in remote working, a decrease in supervision, or an increase in isolation?

³⁸ IBID WGEA, see also The Guardian 24/5/2020, "'Pink Collar' recession": <https://www.theguardian.com/world/2020/may/24/pink-collar-recession-how-the-covid-19-crisis-is-eroding-womens-economic-power>

³⁹ Wilkins, R., "WHO'S HIT HARDEST BY THE COVID-19 ECONOMIC SHUTDOWN?": <https://pursuit.unimelb.edu.au/articles/who-s-hit-hardest-by-the-covid-19-economic-shutdown>

⁴⁰ Treasury.gov.au April 2020, "COVID19 Relief and recovery Fund": https://treasury.gov.au/sites/default/files/2020-04/Fact_Sheet_COVID-19_Relief_Fund_0.pdf

- Is the sector heavily unionised? If so, how does this impact on the workplace policies adopted by the sector?
- Do business leaders take a place in government advisory groups and are thus respected for their ideas and workplace practices?
- Are practices established through research and knowledge indicating innovation and being open to change?

2. Governance and enforcement

- Who are the national organisations (boards, chambers, councils) regulating and enforcing the regulations within the industry?
- What are the gender divisions in leadership? There is often a disconnect between who does the work and who sits in leadership positions.
- How enforceable are policies and practices? Industries, particularly agriculture, that operate in more isolated settings have an increased likelihood of gender-based violence, resulting partly from a decreased ability to enforce.
- Is the industry dominated by public companies or (potentially less transparent) private companies? Does that affect company governance and enforcement of procedures?
- Is the sector operated through contractors and subcontractors, making enforcement of policies difficult to track?
- Has COVID-19 dislocated the industry and left workers vulnerable?

3. Attitudes, practices, and norms

- What are the power dynamics in the industry? What is the gendered division of labour within the sector or value chain?
- What is the relative isolation of workers, what supervision is there, and do they work close to remote communities?
- Are workers transient or working away from families and communities?
- Are workers relying on cash or other informal means of payment so they are vulnerable to manipulation?
- Does the industry rely on low-wage and/or migrant workers, who tend to be more vulnerable to exploitation?

Future trends that will shift prevalence of gender-based violence

1. At least some of the gendered patterns of the pandemic will last beyond the immediate crisis and contribute to rates of violence. For example, the increased burdens of care fall primarily on women and older girls, potentially stalling their return to the workforce, and perhaps also impacting their educational attainment and training opportunities. Investors may consider the overall effect of this on perhaps a shortage of labour in some sectors (i.e., childcare) or a decrease in women in trades and apprenticeships, and the linkage between this and innovation/growth in some technical sectors.
2. The presence of social media and access to high-speed internet and the NBN in remote locations is reducing the impact of isolation within industries such as mining and agriculture, although it can bring a new set of risks related to gender-based violence online.
3. In some countries, increased access to property and land ownership for women is slowly shifting practices and power dynamics. For those not paying attention, these shifts may increase risk through increased transparency of supply chains that are relied on by companies in developed countries such as Australia.

4. Some industries are facing significant external pressure from trade partners for increased regulation. There is more consumer activism in the agriculture sector and a growing global preference for fair-trade or organic certified products that include specific gender requirements.
5. A move to online learning and or remote working may reduce female workforce participation in the long term and create changes in the labour market, exacerbating the gender division of labour in some industries, as well as acting as a drag on Australian economic growth.⁴¹

⁴¹ Australian Government Department Prime Minister and Cabinet , “Women’s workforce participation - an economic priority”: <https://womensworkforceparticipation.pmc.gov.au/womens-workforce-participation-economic-priority.html> (accessed August 2020)

INDUSTRY-LEVEL: DILIGENCE QUESTIONS

Due diligence questions to determine a company's exposure to risks created by gender-based violence in the industry

Political Risk

- How stable is the industry in which the company participates? Is that stability being impacted by the pandemic?
- Is the industry seeing higher rates of violence as a result of the pandemic and will this bring increased government scrutiny?
- Would industry stability be disrupted by longer-term shifts, such as significant shifts in gender norms? For example, shifts in pay equity or property/land ownership?
- Is the company able to adapt to broader shifts in the industry? Will it be an early adopter or a laggard in changes within labour patterns?

Operational Risk

- Do employees work in remote or isolated areas? Is there potential exposure to violence on the way to work? Does the company provide safe transportation to work? Is there adequate, effective protection for workers in isolated areas?
- Does the industry rely on remote workers or migrant workers?
- Are there changes in the industry economics putting pressure on labour? Is this increasing gender-based violence?
- How does the demographic breakdown of the workforce (gender, nationality, isolation from community) compare with industry standards? Are the company's labour needs shifting?

Regulatory Risk

- Is the industry engaged in global trade where standards on gender-based violence might be set outside of the region and be vastly different?
- Is the industry exposed to regulations and reporting requirements on gender-based violence in its supply chain?

Reputational Risk

- Is the industry perceived as well regulated and ethical? Does it have gender equality standards that are in keeping with current social norms? How much international/national scrutiny is it under? Would the company potentially be implicated or complicit in a broader industry-wide scandal?
- What is the company's ability to innovate and lead in its sector? Is it driving industry changes or being held back by them?
- How would the industry respond to shifts in norms and practices around gender-based violence?

► COMPANY-LEVEL

This section lays out investment risks that derive from gender-based violence within the company, the attitudes, policies, and practices, and how to understand a company's exposure to those risks.

A company's leadership matters. Do the leaders have the skills to be able to manage diverse backgrounds and potentially shift expectations around the acceptance of gender-based violence and inequality in their workplace? As companies mature, the power dynamics within the company shift. How a company considers gender equality and gender-based violence internally may be a litmus test for its ability to respond to the complex shifts both in the short term, i.e., as a result of the pandemic, and in the longer term as patterns of gender shift.

Patterns of risk vary by sector and industry, as well in formal and informal economies, which shape company-level risks.

Indicators of the prevalence of gender inequality and gender-based violence

1. Standards or Policies

- Does the company have an operational strategy and plan that considers gender? How would the company or does the company perform in an audit by the Workplace Gender Equality Agency?⁴²
- Does the company have a stated policy, whether formalised or not, that sexual misconduct is not tolerated and the ramifications? Is it updated to cover the increased use of digital channels?
- Does the company have explicit standards about sexual exploitation as part of its operations, in its business, or in the supply chain?
- How reliant is the company on government stimulus? What would happen if stimulus funds are redirected with a gender lens?
- Has the company adjusted policies for remote working practices which provide safe working spaces where gender violence may be present? Can this be accessed safely?
- Does the company make decisions on employee retention and reduction of hours without gender bias?
- Is there transparency with regards to recruitment, promotion, remuneration, and training opportunities for women?
- Does the company have policies to identify or close a gender pay gap and/or a gender imbalance in its governance body and workforce?

2. Governance and Enforcement

- What is the gender division of the governing board and management?
- Does the company have a process for employee complaints? What are the practices for alerting external authorities if the complaint is about criminal behavior? Can the complaint be kept anonymous (recognising this is not possible in a very small company)?
- How are disputes settled? If by informal mechanisms, are those mechanisms transparent? Are they perceived as fair?
- Are managers trained in gender equality and handling sexual harassment complaints, or does that live solely with human resources/operations?
- Are managers trained at identifying signs of family violence during remote learning? Are they trained to assist employees at risk of family violence?

⁴² WGEA February 2020, "Guide to reporting under the Gender Equality Act 2012": <https://www.wgea.gov.au/sites/default/files/documents/WGEA-Reference-Guide-2020-v1.0.pdf>

- How much information and transparency does the company require of vendors (related to issues such as labour practices and traceability of products)?
- Does the company have a history of lawsuits and/or workplace health and safety issues?
- Will the board and executive management act when key personnel or “one of their own” do not uphold their own behaviour to the standards set?

3. Attitudes, practices, and norms

- What is the gender diversity of the workforce at all levels, including leadership?
- Does the governing board appear to understand current social expectations with respect to gender?
- What is the culture of the organisation? Does it reflect traditional or more progressive gender norms?
- Does the company leadership set a tone within the company that allows workers to feel respected and safe?
- Is there a history of employees reporting issues or does the company lack the policies and/or culture that supports grievance processes?

Future trends that will shift prevalence of gender-based violence

1. Behaviours of companies on gender-based violence and inequality are increasingly being watched and regulated by the media, national governments, and consumer groups as well as in the financial market. Technologies, labelling schemes, and certification programs are facilitating better visibility into company behavior.
2. As the pandemic shifts schools and workplaces online, there will be increased scrutiny on companies using virtual platforms with respect to gender stereotypes, on the platforms themselves, and on their investors.
3. Trends within society will shift the prevalence of gender-based violence in companies due to increases in women’s participation in education, in the workforce, and in the leadership of enterprises.
4. It is difficult to know to what extent these trends will shift as a result of the pandemic, but while the long-term patterns are hard to predict, gains made in gender equality may be eroded over a longer term.
5. Companies wanting to access international capital will encounter greater attention from international investors to company-level policies, strategies, and operations around gender equality and gender-based violence.

COMPANY-LEVEL DILIGENCE QUESTIONS

Areas of focus in due diligence to determine a company's exposure to risks created by gender-based violence in the company.

Political Risk

- Is there a formal or informal policy relating to gender equality and/or gender-based violence?
- How strong is the leadership governance structure of the organisation? Does it have the power to enforce these policies consistently?
- Have any policies been reviewed or changed in response to the pandemic?
- Are the company's values aligned with the current policy trends of the country? For example, in supporting those in the community at risk of family violence?

Operational Risk

- What portion of company turnover can be credited to gender attitudes within the society, broadly, and gender-based violence, specifically?
- How are reports of gender-based violence in the workplace handled? Is a survivor-centered approach applied?
- Is online safety part of the decision-making in selecting virtual platforms?
- What is the role of women and girls in the company: governance, management, employees, suppliers, and customers? Do power imbalances create conditions for gender-based violence in the workplace?
- What is the ability of the company to understand the cultural context it works in? Can the company use gender analysis to understand how shifting power dynamics might affect its business in terms of risks and opportunities?

Regulatory Risk

- Is the company leadership, including the board, aware of potential relevant regulatory changes?
- How prepared is it for shifts in employment regulations around gender equality and gender-based violence in the workplace?

Reputational Risk

- How has the company responded during the crisis? Have disaster mitigations been measured, effective, and gender-balanced?
- Is the company known as a safe, respectful place to work? Is it seen as an employer of choice?
- Does the company exercise its influence as an institution in the community to reinforce positive norms around gender equality?
- Does the company have a historical practice that allowed for gender-based violence in the workplace? Historical disputes might not get attention now but would become a risk in the context of different potential futures. Does the company insist on executing non-disclosure agreements?

Further Risk Mitigation

Understanding that gender inequality and gender-based violence exist and affect companies does not need to deter investment. This knowledge will enhance the due diligence process and can also inform how the investment is structured and what post-investment support could mitigate risks. Rather than excluding companies with potentially greater exposure to the risks described in this guide, some investors choose to actively work with companies to de-risk the investment and thus potentially increase value. This approach to enhancing performance can require analysis of complex issues i.e., workplace practices and the industry setting in which the company operates. Another reason an investor may invest in such a company could be to balance their portfolio asset allocation, for example, because the company tends to be of a particular size or operates in a particular sector.

The recommendations below are general in nature and the course of action should be considered in the context of the risks identified in due diligence. It is recognised that the nature of the relationships investors have with investee companies will vary greatly. Mitigation can occur at structuring and post investment stages, including ongoing investor influence of the company and industry.

Structuring the Investment

Particularly when considering private equity or unlisted investment at origination stage, investors can introduce terms to mitigate identified risks. For example:

- Introduce reporting requirements for specific indicators which track the impact of gender-based violence going forward.
- Require the introduction of a policy, such as mandated sexual misconduct training for employees and management.
- Require clear and victim-focused reporting guidelines for sexual harassment and sexual assault. It is preferable that these policies are developed in conjunction with subject matter experts, for example the Australian Human Rights Commission⁴³ or OurWatch.⁴⁴ (A further list of resources can be found at the end of this guide.)
- Require that cyber safety risks are considered and safe practices incorporated into the selection and implementation of cyber platforms.⁴⁵
- Require board members to undertake gender equality training and that a board seat is allocated to someone experienced in advancing gender equality.
- Advocate for broader gender equality practices to be incorporated in the workplace. This could begin with understanding the strength of current workplace practices. Gender-balanced organisations tend to have greater employee engagement and retention. It is more difficult to raise issues relevant to gender-based violence and equality when organisations are dominated by one gender.
- Provide suggestions to shift power or develop organisational changes where you observe structures and/or policies that amplify gender inequality or that create circumstances that could contribute to gender-based violence.

⁴³ <https://humanrights.gov.au/>

⁴⁴ <https://www.ourwatch.org.au/>

⁴⁵ <https://www.esafety.gov.au/women/online-abuse-targeting-women>

- Advocate with co-investors to consider exposure to gender-based violence as a material risk to the valuation of companies. This could include employee advocacy through structures such as employee share plans.
- Require the company implement transparent recruitment and promotion processes. In Australia, employers are required to employ equally, and several Federal Laws specify anti-discrimination measures and equal opportunity.⁴⁶ (Some state differences apply; in Victoria, employers have a positive duty to “take reasonable and proportionate measures to eliminate discrimination”).⁴⁷ These processes can be enhanced to include awareness of unconscious bias.
- Depending on the type of investment and ownership structure, consider the requirement of certain triggers or covenants that change the investment’s repayment terms or funding structure (e.g., convertible debt, preferential equity conversion, etc.) These should be specific to gender-based events which may occur.

To make progress on gender issues, companies will typically require a step change in courage and boldness. They must also be ready to tackle sensitive topics around cultural norms, and to shine a spotlight on and apply consequences for individual behavior, including that in management and leadership. Moreover, they need to sustain these efforts over time.⁴⁸

Post-investment support

Following investment, an investor can play a trusted advisory role or be active in their ownership.

Influence company practices

Investors can contribute knowledge, skills, and partnership to the company to mitigate the risks of violence in the following ways:

- Use their voice to influence company behaviour.
- Encourage training to increase the ability of the company to do a gender analysis to be able to continuously identify and respond to risks. Investors might be able to work with government bodies or foundations to get grant money to help companies meet the cost of developing and implementing best practices.
- Discuss with management and board how gender equality measures and the reduction of gender-based violence will improve the productivity and profitability of the company.
- Support the company leadership as it uses its power to influence national or industry practices.
- Use their influence within the industry and region to help the company put in place processes for vetting suppliers/vendors.

⁴⁶ Australian Human Rights Commission, https://humanrights.gov.au/sites/default/files/GPGB_recruitment_guide.pdf

⁴⁷ Equal Opportunity Act 2010 (Vic) s15

⁴⁸ McKinsey & Company, “Diversity wins: How Inclusion Matters” May 2020: <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Diversity%20and%20Inclusion/Diversity%20wins%20How%20inclusion%20matters/Diversity-wins-How-inclusion-matters-vF.pdf>

Influence industry practices

Investors have a voice within the industry to advocate for shifts in practices that benefit companies:

- Track the impacts of the pandemic on gender-based violence in the country and industry in question and share the data and potential risks with peers.
- Advocate for industry practices that will contribute to preventing gender-based violence.
- Build coalitions (formal or informal) with investors who are concerned with gender-based violence in the industry or region.
- Encourage companies to draw on partnerships with organisations and individuals who have knowledge of gender-based violence in the region. Companies can learn from others who have built best practices.
- Raise questions with other investors and name gender-based violence as a material risk in investments.
- Advocate for the industry to promote a code of practice of guidelines or principles that govern how companies within that industry deal with gender-based violence. Currently in Australia, workplace sexual harassment is not specifically addressed in Commonwealth Work Health and Safety regulation or code of practice.⁴⁹

It is important to support the ability of the company to innovate, respond to its context, and anticipate change. The role the investor plays does not have to be limited to conducting due diligence; it can also be to enable the business to grow into the future. This is the benefit of the risk mitigation strategies described above. The COVID-19 pandemic is shifting and will continue to shift patterns in countries, industries, and companies, and investors can support portfolio companies in responding to those shifts in ways that mitigate risks and increase performance.

⁴⁹ “Respect@Work:Community Guide to the Sexual Harassment National Inquiry Report (2020)”: <https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-community-guide-sexual-harassment-national>

Do No Harm

As stated, the purpose of this guide is to enable investors to create or enhance their existing process to determine and understand their investment's potential exposure to a range of gender-based risks. Gender-based violence is a complex and sensitive issue and identifying and addressing it requires a lot of care to ensure that no harm is done to those experiencing it or those asking questions.

Investors should note that the mere process of asking questions about gender-based violence can create impact, both positive and negative. For example, questions about the culture of the enterprise and employees' ability to issue complaints about sexual misconduct in the workplace could result in improved practices and pathways for employees to disclose violence—or could see a company take measures to ensure that behaviors don't come to light, thereby creating a more restrictive environment.

This guide does not recommend an investor take any direct action in preventing or responding to violence because intervention can increase the risks to potential victims if these efforts are not led by experts with a holistic understanding of the issues at play.

The potential for unintended consequences should not deter an investor from considering the issue; rather, investors should ensure that care is taken. Being aware of the risks of gender-based violence is a first and important step. Research on how to safely and ethically investigate gender-based violence is ongoing, and leading organisations such as Our Watch's Workplace Equality and Respect,⁵⁰ the Australian Human Rights Commission,⁵¹ WorkSafe,⁵² and WGEA⁵³ have created resources to understand and address gender inequality and gender-based violence.

⁵⁰ <https://workplace.ourwatch.org.au/>

⁵¹ <https://humanrights.gov.au/>

⁵² <https://www.worksafe.vic.gov.au/resources/work-related-gendered-violence-sexual-harassment>

⁵³ https://www.wgea.gov.au/sites/default/files/documents/2019_WGEA_GE_Diagnostic_Tool.pdf

CONTRIBUTORS

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RESOURCES

50/50 by 2030 Foundation: <https://www.5050foundation.edu.au/>

AICD Board diversity resources: <https://aicd.companydirectors.com.au/advocacy/board-diversity>

ANROWS - Australia's National Research Organisation for Women's Safety: www.anrows.org.au

ASX Diversity resources: <https://www.asx.com.au/regulation/corporate-governance-council/resources.htm>

Australian Human Rights Commission: <https://humanrights.gov.au/quick-guide/12030>

Fair Work Australia Workplace Discrimination: <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/fact-sheets/rights-and-obligations/workplace-discrimination>

International Women's Development Agency (IWDA): <https://iwda.org.au/>

Modern Slavery Act 2018: <https://www.homeaffairs.gov.au/criminal-justice/files/modern-slavery-reporting-entities.pdf>

National Community Attitudes towards Violence against Women Survey, NCAS: <https://www.anrows.org.au/NCAS/2017/home/>

Respect Victoria: <https://www.respectvictoria.vic.gov.au/>

Our Watch Change the Story: Australia's national framework for the prevention of violence against women <https://www.ourwatch.org.au/change-the-story/>

VicHealth: <https://www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/PVAW/Violence-Against-Women-Research-Overview.pdf>

WGEA Gender Equality Toolkit: https://www.wgea.gov.au/sites/default/files/documents/Gender_Strategy_Toolkit.pdf

Women on Boards Gender Balance on Boards resource and data: <https://www.womenonboards.net/en-au/resources/boardroom-diversity-index>

Women's Safety NSW: <https://www.womenssafety NSW.org.au>