RESULTS OF BUSINESS AGAINST DOMESTIC VIOLENCE PROJECT IMPACT RESEARCH

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Background: Business Against Domestic Violence Project

1.1
Project's Origin And Objective

As one of the most pervasive human rights violations, violence against women impacts women's participation in social, economic, political and cultural life. Billions of women worldwide and millions of women in Turkey are affected by physical, sexual, emotional, economic and social violence. 4 out of 10 women in Turkey have been exposed to one form of violence at least once in their lifetime.[1] As these numbers demonstrate, violence against women is an ongoing and widespread issue.

%40
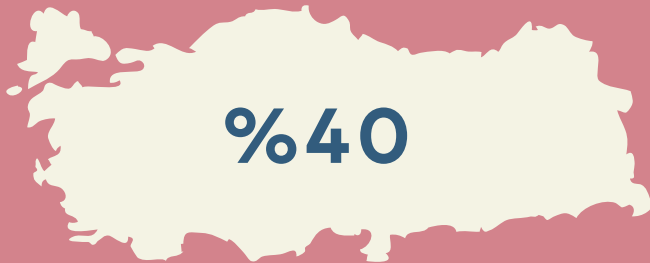
Both women and men can be exposed to and affected by violence; however, women are exposed to intimate partner violence more often and intensely compared to men. Violence against women is listed among the fundamental reasons as to why women stick to low-profile jobs with less promotion possibilities or drop out of the workforce completely.

Violence against women is a social issue which is related with various factors comprising gender inequality such as gendered division of labor, socio-economic conditions, and access to education and health services. Even though the advanced legislation on gender equality and human rights in Turkey conform to the international standards, social and cultural factors that feed violence are still present and instances of discrimination and violation of rights, which would be deemed unacceptable by modern standards, are rather pervasive.

In the business world, gender inequality and the related domestic violence against women not only has implications for women or companies, but also has immense economic costs. Domestic violence against women, which stems from women's unequal social status and uneven distribution of political power between genders, constitutes one of the obstacles to women's full and effective participation in the workforce. Social roles assigned to women coupled with discriminatory and unsupportive reproductive policies often result in women being excluded from or quitting the workforce.

Raising awareness in society on the issues of domestic violence and discriminatory policies as well as offering support to women who are exposed to violence are instrumental in achieving the following objectives: ensuring women's full and effective participation in the workforce; developing strong economies for private sector; rendering societies more stable and strong; reaching international goals pertaining to human rights and sustainability; improving the quality of life for families and the society.

Business Against Domestic Violence Project (BADV) was designed by Sabancı University Corporate Governance Forum of Turkey (CGFT) in 2013 with the intention of implementing support mechanisms in workplace for women who are exposed to intimate partner violence and of promoting the best practices, tools and methods to reduce domestic violence via managerial and organizational capacities of the business world.

[1]Domestic Violence Against Women in Turkey Research, 2014, KSGM.

1.2
Project's Evolution
And Current Situation

1.2.1 Survey

The first survey was conducted in 2014 with 20 companies in order to investigate the employees' awareness about domestic violence and exposure to violence. The survey was completed in April 2014 with the support of the MATRA social transformation fund in Turkey offered by the Embassy of the Kingdom of the Netherlands.[2] Together with Sabancı University, 19 companies, who were among the signatories of Women's Empowerment Principles (WEPs) and Equality at Work Platform, volunteered to participate in the 2014 survey.[3] The survey was designed specifically to understand the extent to which domestic violence obstructs women's advancement in their careers, realization of their potentials and participation in the workforce during their most active years.

According to the survey results, white-collar women, most of whom are university graduates;

%75 have been exposed to one form of violence at least once in their lifetime,

%60 have been exposed to psychological-emotional violence

%53 have been exposed to economic violence

%22 have been exposed to physical violence

%10 have been exposed to sexual violence.

[2] For detailed information on MATRA, see:
https://www.netherlandsandyou.nl/your-country-and-the-netherlands/turkey
[3] You can access the list of the companies which participated in the survey and results of the survey on the following site: http://badv.sabanciuniv.edu/tr/raporlar

1.2.2 Preparation of 'The Guidebook to the Development and Implementation of Company Policies Regarding Domestic Violence Against Women'

The second stage of the project was the preparation process of the guidebook. The guidebook's objective was to offer help to the companies which have decided to develop a workplace policy to support women employees who are exposed to intimate partner violence. During the preparation process, first, a literature review on the content of the corporate policies and practices that are implemented globally to address intimate partner violence has been conducted. This stage was followed by a workshop focusing on the content of the guidebook with the participation of specialists from companies, academics, NGO representatives and lawyers. In this workshop, the survey results and examples of best practices have been discussed. The inputs provided by the participants were fed into the draft of the Model Policies and Guidelines. Following this process, which was led by CGFT, the guidebook was completed in 2015 with the contribution of the workshop participants. The guideline was publicized on December 9, 2015 with the participation of the Minister of Family and Social Policies, the president of TÜSİAD, senior staff from UNFPA, and representatives from the business world.

The guidebook includes the following: the steps that the companies which adopted gender equality principle at the workplace should take in developing policies and instructions which aim at minimizing the effects of domestic violence on business, workplace and employees; tools and methods that these companies will utilize in developing the policies and instructions; and examples from best practices. The guidebook offers the necessary steps which the companies should take in developing policies as well as model and sample policies which can be implemented by the companies. [4]

[4] For the 'The Guidebook to the Development and Implementation of Company Policies Regarding Domestic Violence Against Women', see:
https://badv.sabanciuniv.edu/sites/badv.sabanciuniv.edu/files/2019-05/badv_rehber.pdf

1.2.3 Pilot Implementation

In 2016, a call for implementing the guidebook has been made to the companies which participated in the survey and to other TÜSİAD member companies with the intention of testing the guidebook. Following this call, in 2016, 16 companies together with Sabancı University took part in the pilot implementation to develop policies and practices addressing violence against women. Since 2016,

UNFPA, TÜSİAD, and Sabancı Foundation co-managed and co-supervised the project under the coordination of CGFT.

The list of the companies which will take part in the project is prepared in the first quarter of each year. The companies receive their training on the guidebook between March and May. The trainers' training on gender equality is offered between April and September.

The project is being implemented every year in different cities with local partners and the yearly project cycle involves the following five steps:

Inviting the selected companies

Companies which accept the invitation become part of the project

YILLIK PROJE DÖNGÜSÜ

1

2

3

4

5

Developing policies in the companies

Training the companies on the guidebook

Two employees from each company are given a trainers' training on gender equality

The policies developed involve many fields such as workplace safety and security, performance assessment, and support for employees. The list below includes the most pervasive and the most welcomed policies:

Additional paid leave

Psychological and legal support services

Personalized special performance assessment which takes into consideration extraordinary personal situations

Planning workplace safety and security together with employees who are under risk

In-house trainings which would increase awareness pertaining to gender-based violence

Internal and external communication on the value of gender equality

Accepting gender equality and intimate partner violence as workplace issues and having the CEO involved in the related communication processes

In 2016, after the companies implemented the guidebook and developed corporate policies, the guidebook has been revised based on the feedbacks provided by the companies. As of 2017, the second version of the guidebook has been put into practice.[5]

In 2017, the project expanded its reach out of Istanbul and companies from Bursa, Antalya and İzmir became a part of the project. In 2018, the project has been expanded into Organized Industrial Zones and Free Zones. In 2019, companies from Istanbul and Ankara continued their participation in the project.

Between 2016 and 2019 BADV incorporated 60 companies with more than 200,000 employees in five different cities.

1.2.4 Search For An Alliance Of Companies Against Domestic Violence

Sustainability of projects in volunteer-based initiatives has always been a fundamental concern. CGFT's objective was to transfer the leadership of the project to the companies themselves when the number of companies involved in BADV Project reached 50.

In order to start the discussions about the future of the initiative, all the companies which are part of BADV Project were invited to the Search Conference in March 2019. In the conference the transfer of the leadership of the project to the companies and the best approach to achieve this end were discussed. Search Conference , which is based on collaborative work, is an ideal method for planning social action.[6]

BADV Search Conference took place on 15 March 2019 and 9 May 2019. Alongside the representatives from CGFT, TÜSİAD, UNFPA and Sabancı Foundation, 23 companies participated in the conference.

In the brainstorming session which took place on the first day of the conference, a list of local and global trends and transformations which might potentially impact BADV Project was prepared. Following this session, the participants were asked to form small groups and prioritize the previously listed trends in terms of opportunities and difficulties. The participants were also asked to define project's successful and challenging aspects. The feedback provided by the groups was discussed and evaluated collectively in another session. Following this session, the participants were, again, invited to form small groups and work on a prospective strategy involving the foresight (vision, mission and main objectives) and strategic framework. The second day of the Search Conference was reserved for the voting of the outcomes and final edits.

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[5] For the second version of the guidebook, see: https://badv.sabanciuniv.edu/sites/badv.sabanciuniv.edu/files/2019-05/badv_rehber_0.pdf

[6] The search conference method offers the participants the opportunity to develop and implement by themselves a plan pertaining to their future (Emery and Purser, 1996). The search conference method opposes the idea that planning is a duty reserved fort he elites. Humans are goal-oriented beings with the capacity to choose and produce desirable results, and they are able to accept the responsibility for duties which they find meaningful and reasonable.

'Consolidated Future Design' is based on the consensus over the foresight which involves the below definitions:

Vision:

A world free of gender-based violence and gender inequality

Mission:

Promoting gender equality which is necessary for the elimination of gender-based violence

Objectives:

Expanding official workplace policies addressing intimate partner violence to companies in different regions; integrating and standardizing the company policies into a tested and approved model policy; determining the objectives and monitoring the results of the policies in accordance with these objectives; transferring knowledge and experience through shared platforms

The strategic framework, which is based on the vision, mission and main objectives, applies not only to the companies, their employees and the employees' families but also to the value chains of the companies, all the NGOs which target the clients and the public, universities, public institutions, unions, the United Nations and the European Union. Prevention of all forms of violence, discrimination and prejudice as well as promotion of diversity, equality and justice have been set as the main tasks to realize. Participants have discussed multiple tools and methods that can be utilized in establishing future collaborations and decided upon alternative methods for future alliances and partnerships. These models include the founding of an official body (such as an association) as well as creation of digital platforms and multi-stakeholder collaboration networks. A small Planning Committee where concrete suggestions compatible with the strategic framework will be developed has been established at the end of the conference.

The outputs of the Search Conference demonstrate the transformative power of the collaborative work undertaken by universities and the business world. The depth of the foresight voiced, the idealist point of view underlying the specified objectives and the long-term aspirations attest to the significance of this collaboration.

1.2.5 Establishment of the Planning Committee of BADV Platform

Based on the outputs of the Search Conference, a call has been made to all companies which participated in BADV Project between 2016-2018. 12 companies responded positively to this call and volunteered to establish the platform. These companies started their preparations in May 2019. The platform is expected to be launched in 2020. One of the most important outcomes of this project has been the willingness on the part of the companies to join forces, share experiences, and take action in addressing domestic violence. BADV example demonstrates the companies' openness to collaboration in addressing social issues which have negative consequences.

2

OBJECTIVE OF BUSINESS AGAINST DOMESTIC VIOLENCE PROJECT IMPACT RESEARCH

2.1

Research Objective And Method

At the end of the third year of the project, in 2019, an impact research was carried out with the participation of the companies. The objective of this research was to investigate both the changes in gender equality and violence against women perceptions of the employees of the participant companies, and the impact of the project on the companies and their employees. To this end, with the support of IPSOS, a global market research and consulting firm, a survey was conducted with 38 companies which participated in the project between 2016-2019.

The 2019 survey has been designed to realize the following three objectives:

1. Impact of non-corporate actors: Investigating whether or not there has been a change in the domestic violence experiences of white-collar employees compared to 2014;

2. Impact of company policies: Investigating the impact of workplace policies and practices developed by the companies which participated in BADV Project:
    a) Investigating the domestic violence experiences of white-collar employees, exploring the methods they use to cope with violence, determining the change in their views about the impact of domestic violence over work life and the transformation in their perceptions about gender equality;
    b) Investigating the impact of companies on the employees' relation to the company as well as their career plans.

First of all, in order to understand the impact of non-corporate actors, 2014 base survey results have been compared with the results obtained from those companies which has participated in the 2019 survey but have not as of yet started the project. This comparison aims to observe whether or not any change has been effected in the degree of exposure to domestic violence amongst female employees over the five years. The positive and meaningful differences can be attributed to the success of the state in implementing the Istanbul Convention.

In order to understand the impact of company policies, comparison of the answers of the two surveys which were provided by the employees of those companies that took part in BADV Project and developed workplace policies addressing domestic violence have been made. In case this comparison yielded results that are different from those observed in the previous comparison, this difference can be attributed to factors beyond state policies such as the effectivity of the company's efforts in addressing domestic violence.

New questions were added to the 2019 survey with the aim of investigating how workplace policies and practices developed by companies to address domestic violence have affected the relations that companies form with their employees as well as the career plans of the employees.

2.2

Method Of Data Collection

CGFT shared the links of the surveys with the HR directors of the companies which took part in the project. In turn, the employees have been invited to participate in the surveys via e-mails. IPSOS has created online connections for 71 companies which participated in the 2014 survey and took part in the project between 2016-2019. The completion time for the survey was approximately 30 minutes. The companies conducted the survey between 1 August and 16 October. Blue-collar workers also participated in the 2019 survey; however, for the comparisons, only the data obtained from the white-collar sample have been utilized. In comparison to the 2019 sample, in the 2014 sample it has been observed that percentages of employees who are male, young and married/in relationship have been respectively higher. We took into consideration whether or not these significant differences in the samples have influenced the impact analysis results.

2.3

Participant Profiles

	Gender	Education Male & Female		Relationship Status Male & Female		Position Male & Female	
Profiles	Male	University Graduate	Master's Degree	Married	Engaged or in a relationship	Specialist, Assistant Specialist	Manager
2014 | **1715** Participant Average age: 35 **Average year of employment: 7 yıl**	%51,5	%66	%14	%62	%20	%39	%47
2019 | **3226** Participant Average age: 27 **Average year of employment: 7 yıl**	%56	%61	%15	%68	%14	%35	%46

3

BUSINESS AGAINST DOMESTIC VIOLENCE PROJECT IMPACT RESEARCH RESULTS

3.1

Comparison Of Companies That Participated In The 2014 And 2019 Surveys But Had Not Yet Developed Policies

A group   **B group**

8 Company   8 Company

**2014** | 272 Female, N: 634   **2019** | 321 Female, N: 895

Two different samples comprised of white-collar employees from 8 companies, which became a part of the project in 2019 but had not yet developed any policies with respect to domestic violence, participated in the surveys conducted in 2014 (n=634; women=272) and 2019 (n=895; women=321). In this section, we investigated the changes both in the perceptions about domestic violence and in the degree to which "women are exposed to domestic violence incidents between 2015-2019".

This analysis therefore utilizes the fact that these 8 companies that originally participated in the survey in 2014 only became a part of the project in 2019. Because of the recency of their participation in the project, these companies did not have time to initiate protocol development or training before the 2019 survey. For this reason, the answers provided by employees of these companies who completed the 2014 and 2019 surveys have been compared with the aim of understanding whether state policies and civil society efforts have affected any change on the perceptions and experiences of these employees over the 5-year timespan.

## 3.1.1 Perceptions Pertaining To Domestic Violence

In the first question of the survey, the participants were asked whether they agree with the following statement (5 point scale): "I understand why women exposed to domestic violence cannot end their violent relationships". It has been observed that in both surveys the average remained unchanged. When the answers provided were evaluated with respect to the gender of the participants, the answers provided by female participants did not demonstrate a meaningful change, whereas male employees on average agreed less to this statement in the 2019 survey (3.1 vs. 2.9).

When the answers to the question pertaining to the causes of violence were compared, there has been 5% increase over time in those who see men as the cause of violence. In a similar manner, there has been 3% increase in those who see the patriarchal social structure as the cause of violence. Economic hardship, which was considered as the main cause of violence in 2014, maintains its significance in 2019 (78% - 75%). Among male participants, while there has been an increase in the number of those who think that "men seeing themselves as the owner of women" is yet another cause of violence (65% - 74%), there has been 5% decrease in the number of those who see "women being an incompetent or inadequate wife/partner" as another cause of violence (22% - 17%). Among female participants, there has been an increase in the number of those who see and mention as causes of violence "men seeing violence as normal" (68% - 78%) and "men having psychological problems" (0% - 3%).

MEN SEEING VIOLENCE AS NORMAL   %68 - %78

%0 - %3   MEN HAVING PSYCHOLOGICAL PROBLEMS

ECONOMIC HARDSHIP   %78 - %75
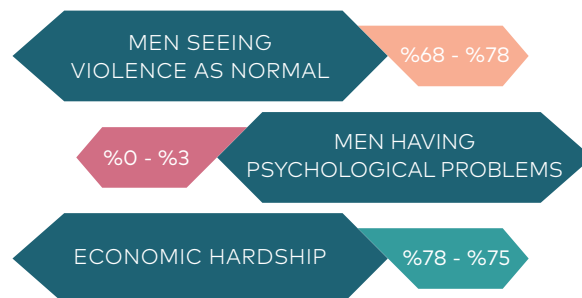
There has been changes in the answers provided to the question addressing the reasons why women who are exposed to violence cannot end their relationships. "Economic reasons", a cause that came to the fore in the 2014 survey still remained significant, but the number of participants raised this issue decreased (87% - 80%). This decrease can be mostly attributed to the changes in the perceptions of male participants (86% - 77%). There has been a significant increase in the number of

participants who choose causes such as "women fearing for her life" (52% - 63%), "women being ashamed of admitting that she has been exposed to violence" (39% - 49%), and "social pressure" (0% - 4%). These changes seem apply to both genders equally. It is understood that the significant increase in the percentage of those who mark the "the women who are exposed to violence can end their relationship if they really want to" option (27% - 36%) has rather resulted from male participants' answers (26% - 37%). Considering the fact that in both of the surveys young participants have agreed with this statement, one important reason for this increase might have been the increasing number of young participants in the 2019 survey. When the two surveys are compared, there are some important differences between the answers given by the white-collar employees to the question pertaining to the persons and authorities to which a woman who has been exposed to domestic violence can apply. Whereas 17% of the participants in 2014 stated that "a woman who is exposed to domestic violence should resolve this issue on her own", in 2019 this ratio dropped to 2%. This decrease in the percentage applies to both genders. In contrast, significant decreases of 8 to 16% has been observed in the percentages of those who reported a
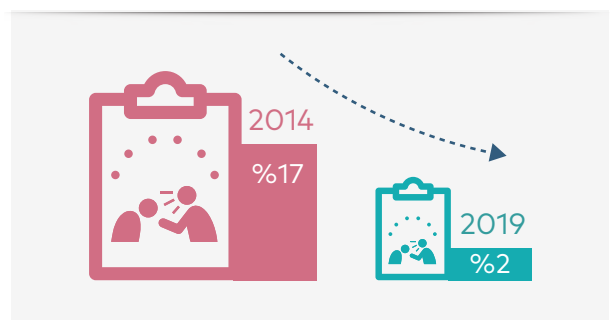
"a woman who is exposed to domestic violence should resolve this issue on her own"
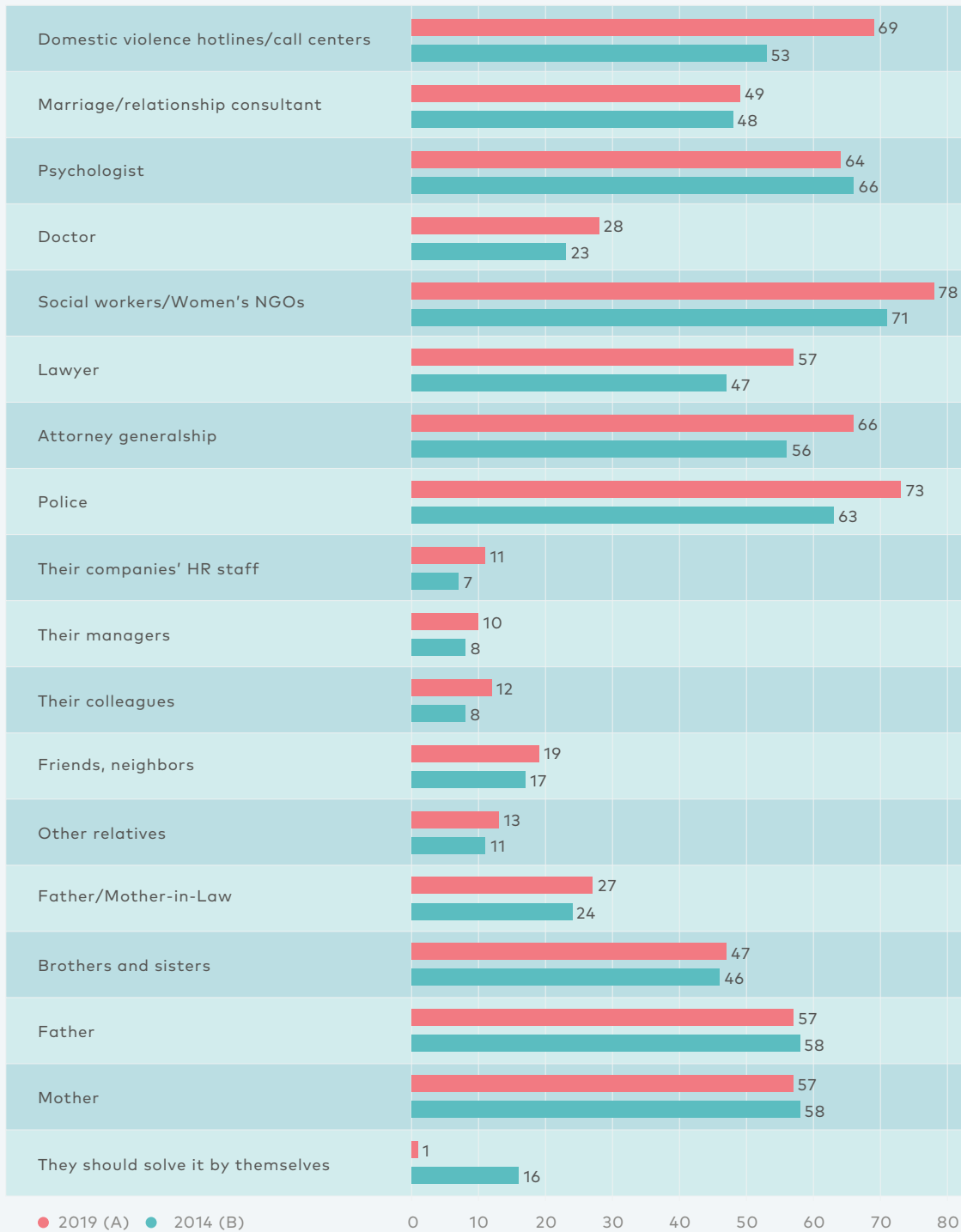
woman who experiences violence should seek support from persons or institutions such as the police, attorney generalship, a lawyer, a doctor, social worker/women's NGOs, violence hotlines/call centers (Figure 1). This increase in the percentage of those who state that women "should seek support from social workers/women's NGOs, the police and a lawyer" can be particularly explained with the changes in the perceptions of female participants. It has been observed that in 2019 social workers/women's NGOs and violence hotlines were the most suggested authorities. Finally, the percentage of those who stated that women who experience violence should seek support from "their colleagues" or "companies HR staff" has increased from 8% in 2014 to 12% in 2019. This increase seems to be mostly due to the changes in the perceptions of female participants. However, there has not been any significant increase in the percentage of those who stated that women "should seek support from their managers" (9% - 11%).

A decrease in the percentage of participants who agree with the statement, "if a woman who experiences violence shares this information with her manager in the workplace, she might be affected negatively by this behavior", has been observed (32% - 25%). This decrease applies mostly to male participants. In a similar vein, there has been a significant decrease in the number of female participants who agreed with the following statement: "if I am exposed to violence, I would be ashamed about sharing this event with my managers at the workplace" (49% - 38%).

There has been no significant difference in the answers given to the following question: "have you ever seen/witnessed anyone among your colleagues, other employees or managers who has been exposed to domestic violence?". Whereas there has been an increase, although insignificant, in the percentage of women who has provided the answer 'yes' to this question, there has been an insignificant decrease among male participants. Similarly, no difference has been observed in the answers given to the following question: "have you ever heard about a colleague of yours inflicting violence on his/her partner?".

These results demonstrate that there has been a change in the perceptions pertaining to the causes of domestic violence, the reasons as to why women who experience violence cannot end their relationships and the persons/institutions from which a woman who experience violence can seek support. Since these changes are observed in the answers of white-collar employees who work for companies which have not yet developed policies about domestic violence, these changes can be mainly attributed to the social reactions given to violent events over the last years, the fact that these violent events became subject of public discussions and concurrent changes in state policies. The "National Action Plan for Combating Domestic Violence Against Women" which is an important development in this field went into force in December 2016. In this action plan five main fields have been selected as targets for improvements: legislative arrangements; raising awareness and transforming mentality; protective and preventive services and empowerment of victims of violence; regulation and implementation of health services; interinstitutional collaboration and policymaking. The results we discuss in this section demonstrate that white-collar employees' perceptions have started to change with regard to the following issues: employees distanced themselves from seeing women as the cause of domestic violence and suggesting that women should solve this problem on her own. Employees also developed consciousness about the fact that men and the patriarchal society in which these men are raised are the main causes of violence, and that women should seek support from private and public institutions and organizations that offer support to for women who experience violence.

Figure 1. The institutions/persons from whom support can be received (%)

	2019 (A)	2014 (B)
Domestic violence hotlines/call centers	69	53
Marriage/relationship consultant	49	48
Psychologist	64	66
Doctor	28	23
Social workers/Women's NGOs	78	71
Lawyer	57	47
Attorney generalship	66	56
Police	73	63
Their companies' HR staff	11	7
Their managers	10	8
Their colleagues	12	8
Friends, neighbors	19	17
Other relatives	13	11
Father/Mother-in-Law	27	24
Brothers and sisters	47	46
Father	57	58
Mother	57	58
They should solve it by themselves	1	16

● 2019 (A) ● 2014 (B)

Base: 2019 (895), 2014 (634)

3.1.2 Domestic Violence Experiences

The general results about women's experiences of violence demonstrate that between female participants of the 2014 survey (n=272) and the 2019 survey (n=321) there is no significant difference in the number of women who have been exposed to domestic violence at least once in their lifetime (76% - 77%). When the participants were asked directly whether they have been exposed to violence, those who answered affirmatively to this question were 11.8% and 12.7% in 2014 and 2019, respectively. These results show that there has been no significant change in women's experiences of domestic or intimate partner violence. The fact that the rates of domestic violence experiences differ from women's perceptions about being exposed to violence in both surveys might be explained in terms of women not perceiving certain experiences as violence.

A detailed analysis of the experiences of white-collar female employees has also shown that there has not been a change in the experiences with respect to different forms of domestic violence -psychological/emotional, social, economic and physical/sexual- over time (Figure 2). When the differences in the violent behaviors to which women have been exposed have been investigated, it has been observed that whereas some behaviors of women's intimate partners such as "making contact with colleagues and managers without one's consent", "controlling where one goes and with whom one meets" and "getting angry when one talks with other men" has been reported less by female participants of the 2019 survey (%2 - %5; %27 - %37; %24 - %33), behaviors such as "slapping" has been reported more frequently by the same women (8% - 4%). When the companies which participated in the project and developed policies were included in the compared samples, it was seen that there was some decrease in the experiences of social violence reported by women (48% - 56%). However, these differences can be explained by a sampling error considering that the women who participated in the 2019 survey were younger than those who participated in the 2014 survey and that more women were married in 2019 compared to 2014.

Figure 2. Women's exposure to different forms of violence (%)

|	2019 (A)	2014 (B)
Social violence	51	59
Violence pertaining to economic and working life	26	24
Physical violence	25	23
Psychological or emotional violence	67	63

● 2019 (A) ● 2014 (B)

Base: 2019 (321), 2014 (272)

These results demonstrate that the domestic violence experiences of white-collar female employees have not changed over the five-years timespan.

3.2

Companies That Participated In The 2014 Survey Vs. Companies That Participated In The 2019 Survey And Developed Policies
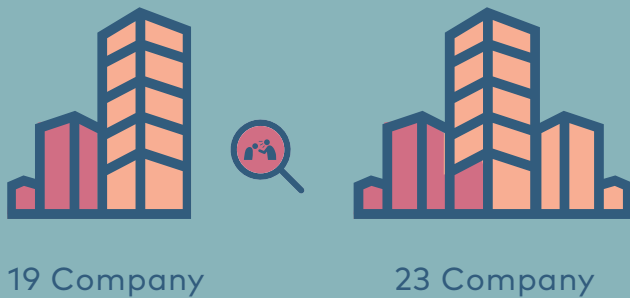
19 Company

2014 | 820 Female, N: 1640

23 Company

2019 | 955 Female, N: 1929

In this section of the report, how perceptions about domestic violence among employees of 19 companies which participated in the 2014 survey (n=1640; women=820) and perceptions of the employees of 23 companies which became a part of the project after participating in the 2019 survey (n=1929; women=955) have changed will be analyzed. Some of the companies included in the 2019 sample have developed, in the same year, a policy and engaged in practices against domestic violence before the survey. It is expected that the results of this analysis will show whether these efforts to fight against domestic violence within companies have effected a change of perceptions on this issue. The results presented in this section will be compared with the results described in the previous section to see whether the changes over time can be ascribed to the project or if they are similar to changes happening outside of the project.
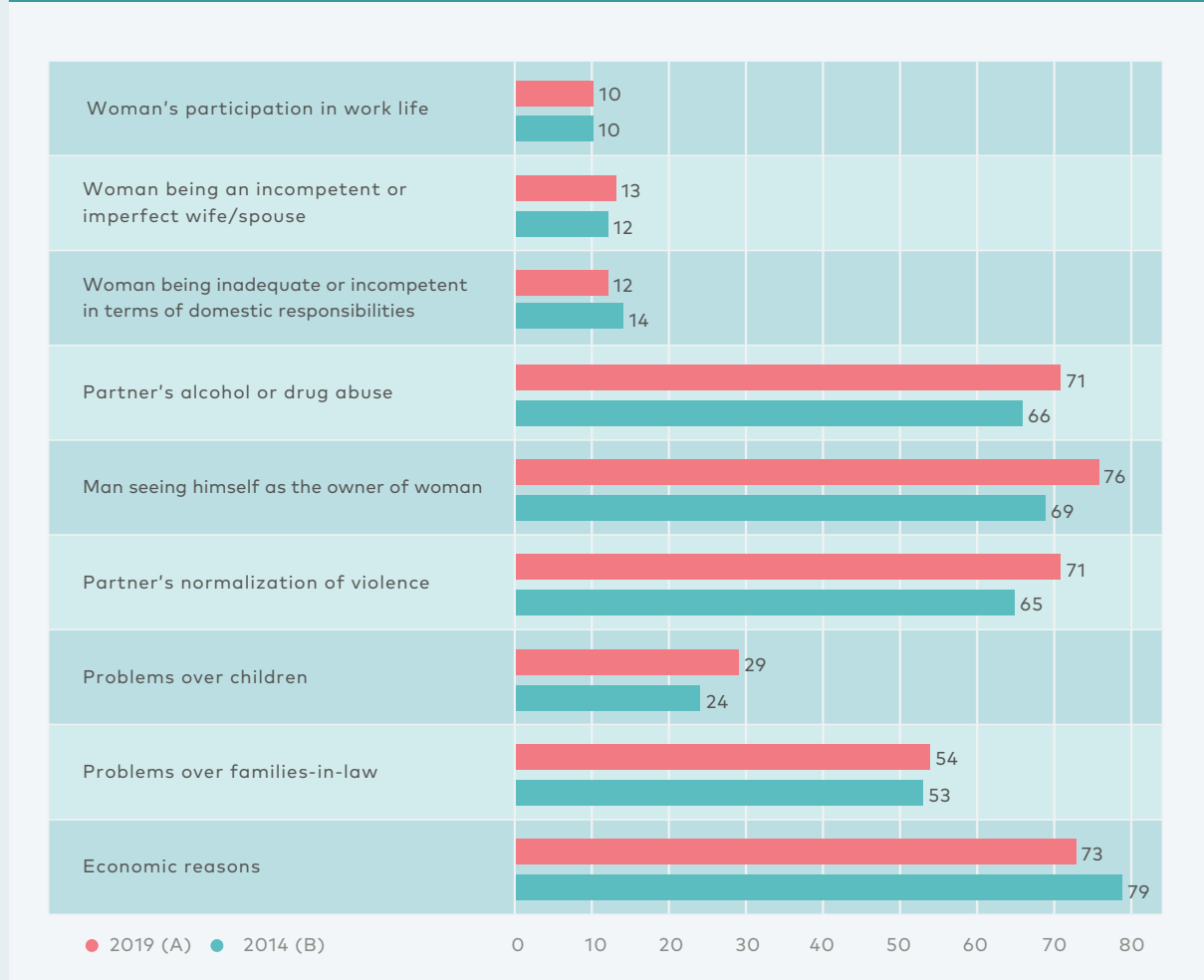
2014
%39

2019
%34

An important perception concerning domestic violence pertains to the issue why women who are exposed to this type of violence cannot end their relationships with their intimate partners who act violently toward them. Whereas, in 2014, 39% of the participants have affirmed (agree/strongly agree) the statement "I understand why some women who are exposed to violence by their partners cannot end their relationships which involve this form of violence", this percentage dropped to 34% in 2019. These results show that according to the employees of most of the companies which participated in the project, it is not meaningful for women who experience violence to continue their relationships after they are informed about the authorities they can apply to, institutions they can get support from and resources they can reach. The results demonstrate that this change in perception applies to both genders. As the number of companies that make policies addressing domestic violence increase and as the effects of policies are more widely felt, it is expected to see further dissemination of this change.

In the answers of the participants of both surveys, an important difference appeared with respect to the causes of domestic violence. The participants in the 2014 survey indicated that the main cause of domestic violence is economic hardship (79%). "Man seeing himself as the owner of woman" was indicated as the second cause (70%). Those who participated in the 2019 survey stated that the main cause of domestic violence is "man seeing himself as the owner of woman" (76%) while economic hardship was ranked second in importance (74%) (Figure 3). In general, "men's psychology" and "patriarchal structure of society" were selected more often by the participants as important causes in the 2019 survey when compared to the 2014 survey. These results show an increase in the awareness of the participants of the 2019 survey about their gender perceptions and indicate that the employees associated patriarchal understanding more with domestic violence. As it has been mentioned in the previous section, this change was also observed to a certain extent in the responses of the employees of the companies that have not yet participated in the project; thus, it may not be a direct result of the effectiveness of the project.

Figure 3. Causes of domestic violence (%)

| Cause	2019 (A)	2014 (B)
Woman's participation in work life	10	10
Woman being an incompetent or imperfect wife/spouse	13	12
Woman being inadequate or incompetent in terms of domestic responsibilities	12	14
Partner's alcohol or drug abuse	71	66
Man seeing himself as the owner of woman	76	69
Partner's normalization of violence	71	65
Problems over children	29	24
Problems over families-in-law	54	53
Economic reasons	73	79

● 2019 (A)   ● 2014 (B)

Base: 2019 (1929), 2014 (1640)

When the responses of female and male participants are examined separately, the changes in the perceptions of each group about the causes of violence show some significant differences. Whereas among female participants "problems over children" appears to become a more important cause of violence (26% - 34%), the difference between male participants over the two surveys was not significant (23% - 26%). On the contrary, whereas there is a decrease in the number of male participants who indicate "women being inadequate or incompetent in terms of domestic responsibilities" as a cause (19% - 14%), the percentage of female participants remained unchanged (10% - 10%). These results show that in the companies which participated in the project the percentage of men who identify women as the cause of violence is higher than that of female employees. Yet, the results also indicate that there is a decrease in the number of men who blame women as the cause of violence. However, considering the similar changes in the perceptions of the employees of companies which have not yet fully became a part of the project, it is not possible to attribute these results to the effectiveness of the project.

Similar differences in the perceptions of the employees who participated in both surveys are also observed in the responses addressing why women who are exposed to violence continue their relationships. While "economic reasons" is once again considered the most important cause of continuing a relationship, there has been a decrease over time in the percentage of those who mark this option (85% - 80%). It is understood that this decrease is the result of the responses of only male participants (85% - 76%). Contrary to this decrease, there has been 10% increase (54% - 64%) in the percentage of participants across the two surveys who think that one of the reasons why women does not end their relationships is because "if a woman leaves her partner, she might be killed". Likewise, there has been an increase both in the number of those who see "women being ashamed about accepting that she is exposed to violence" (39% - 51%) and "women being ashamed of separation/divorce" (60% - 65%) as the reasons why women who are exposed to violence do not end their relationships. Nonetheless, there

women who are exposed to violence continue their relationships because of **"economic reasons"**

2014
%85

2019
%80
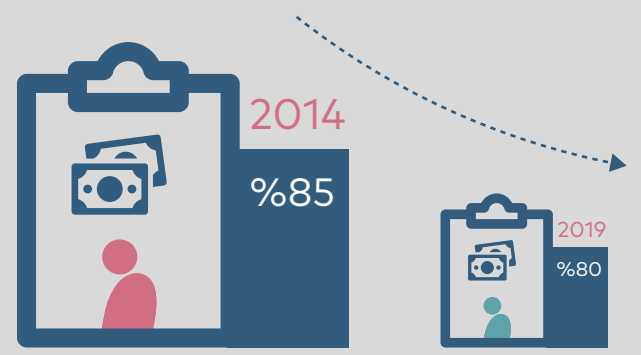
has been 6% increase among those who think that "a woman who is exposed to violence can end her relationship if she really wants to" (27% - 33%). It seems as if more white-collar employees of both genders have started to believe that a woman who experiences violence can end her relationship if she can overcome her shame and fears. When compared to male participants, the proportion of female participants in the 2019 survey who think that a woman who is exposed to violence cannot end her relationship because of economic hardship or lack of self-confidence is higher.
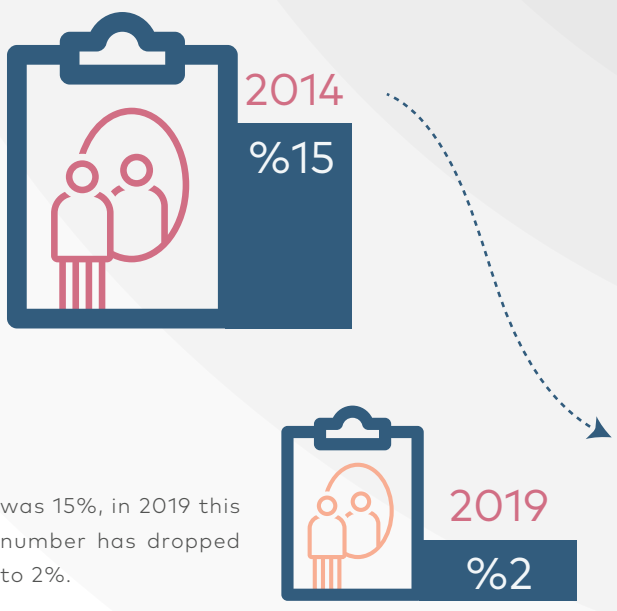
Some differences have been observed between the 2014 and 2019 surveys in the answers given to the question about the persons/authorities to which a woman who is exposed to violence should apply to receive support. While previously in the 2014 survey the percentage of those who stated that a woman who is exposed to domestic violence "should solve this problem on her own" was 15%, in 2019 this number has dropped to 2%. This difference in percentage applies to both genders. In contrast to this decrease, there has been a significant increase in the percentage of those who state that it is possible to seek support from persons or institutions such as the police, attorney generalship, doctors, social workers/women's NGOs, violence hotlines/call centers in 2019 when

a woman who is exposed to domestic violence "should solve this problem on her own"

2014
%15

2019
%2

was 15%, in 2019 this number has dropped to 2%.

compared to 2014 results (Figure 4). In addition, the percentage of those who stated that women who are exposed to violence can seek support from her "manager" or "companies' HR staff" has increased from 8-9% in the 2014 to 14-17% in 2019. The increase in the number of those who state that "women can seek support from the HR staff" is especially noteworthy (8% - 17%). Besides, the increase in the number of those who think that "women can seek support from their managers" (8% - 14) can be attributed to the effectiveness of the project.

Figure 4. Persons/institutions that can be applied to for support

Person/Institution	2019 (A)	2014 (B)
Domestic violence hotlines/call centers	68	56
Marriage/relationship consultant	49	46
Psychologist	66	66
Doctor	26	22
Social workers/Women's NGOs	75	70
Lawyer	56	48
Attorney generalship	62	54
Police	71	60
Their companies' HR staff	17	8
Their managers	14	8
Their colleagues	13	9
Friends, neighbors	20	18
Other relatives	12	10
Father/Mother-in-Law	27	23
Brothers and sisters	48	44
Father	56	57
Mother	56	57
They should solve it by themselves	2	15

● 2019 (A) ● 2014 (B)

Base: 2019 (1929), 2014 (1640)

2014
%32

2019
%23

"if a woman who is exposed to violence shares this information with her manager in the workplace, she might be affected negatively by this behavior"

Another response which has changed in the 2019 survey is the one given to the following question: "have you ever seen/witnessed anyone among your colleagues, other employees or managers who has been exposed to domestic violence?". While in 2019, 28% of female participants responded by saying "yes" to this question, in 2014, this rate was 21% among female participants. There was a slightly significant change in the percentage of male participants who affirmed this statement (15% - 19%). These results demonstrate that the awareness of employees working in the companies that are involved in the project has become more open with respect to issue of domestic violence. The results further indicate that even in the companies involved in the project, many white-collar employees still see the experience of domestic violence as an extremely sensitive issue to share at the workplace.

Perceptions of white-collar female employees working in the companies involved in the project also differed in terms of their experiences of violence. Female participants of the 2014 survey stated that they have experienced more acts of physical/sexual (24% - 28%) and psychological violence (64% - 71%) (Figure 5). It is thought that these differences are not necessarily the result of an increase in the number of women who experience violence, but the result of women developing awareness on what counts as violence and beginning to classify their experiences as a form of violence more consciously following the project.
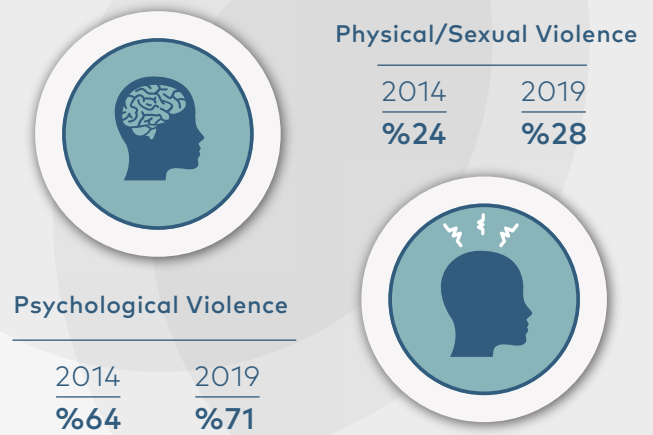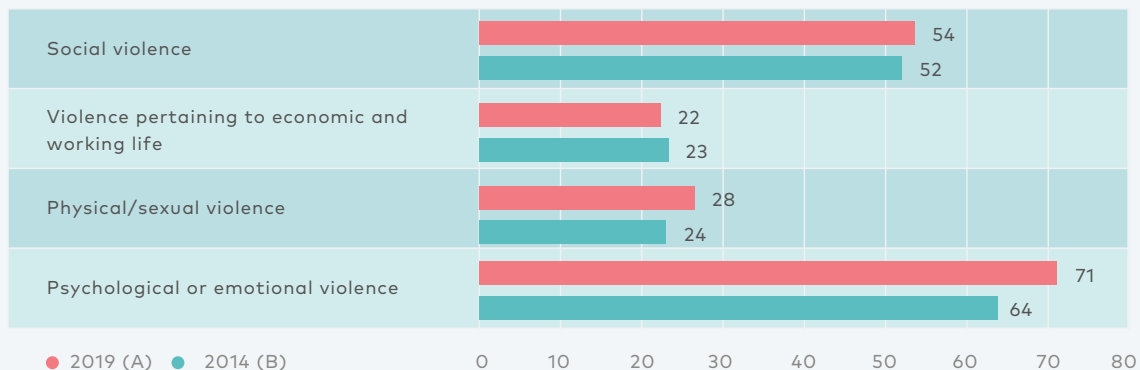
Physical/Sexual Violence

2014	2019
%24	**%28**

Psychological Violence

2014	2019
%64	**%71**

Figure 5. Forms of violence to which women are exposed (%)

	2019 (A)	2014 (B)
Social violence	54	52
Violence pertaining to economic and working life	22	23
Physical/sexual violence	28	24
Psychological or emotional violence	71	64

● 2019 (A) ● 2014 (B)

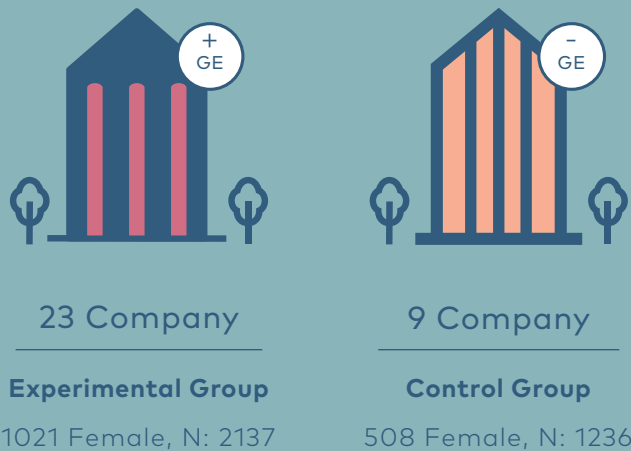*Base: 2019(826), 2014 (766)*

3.3

Companies Which Participated In The 2019 Survey And Have/haven't Developed Policies

BADV Project

23 Company	9 Company
Experimental Group	**Control Group**
1021 Female, N: 2137	508 Female, N: 1236

In this section of the report, the companies which participated in the 2019 survey which was conducted to assess the impact of BADV Project will be analyzed in two separate groups. The first group consists of 23 companies which engaged in gender equality policies, practices and communication activities as a part of BADV Project (the experimental group, n=2137; women=1021). The second group consists of 9 companies which as of yet have not engaged in gender equality policies, practices and communication activities (the control group, n=1236; women=508). The responses of the employees in the treatment group companies have been compared with the responses of the employees of the control group at a 95% confidence interval for the impact analysis.

3.3.1 Awareness About The Project

First, whether white-collar employees of the experimental group are aware of the policies on gender equality and support for women who experience domestic violence has been tested. Participants were asked the question "are there any specific policies in the company you work for to prevent discrimination and violence against women?". Whereas 64% of the participants in the treatment group provided "yes" as a response, this ratio remained at 39% for the participants in the control group. While 20% of the control group provided the

are there any specific policies in the company you work for to prevent discrimination and violence against women?

%64   %39

response "no" to the same question, for the treatment group this ratio was 10%. Additionally, the percentages of those who provided the response "I have no idea" to this question were 25% and 41% for the treatment and control groups, respectively. These results demonstrate that the majority of female and male white-collar employees in the treatment group companies were aware of the policies and practices addressing this issue. Nonetheless, the existence of such policies and practices were not known by all the employees. In addition, the results show that female white-collar employees in the control group provided the responses "no" or "I have no idea" to this question more often than male participants in this group (70% - 65%). This reveals that women show greater awareness of the lack of specific policies than men do.
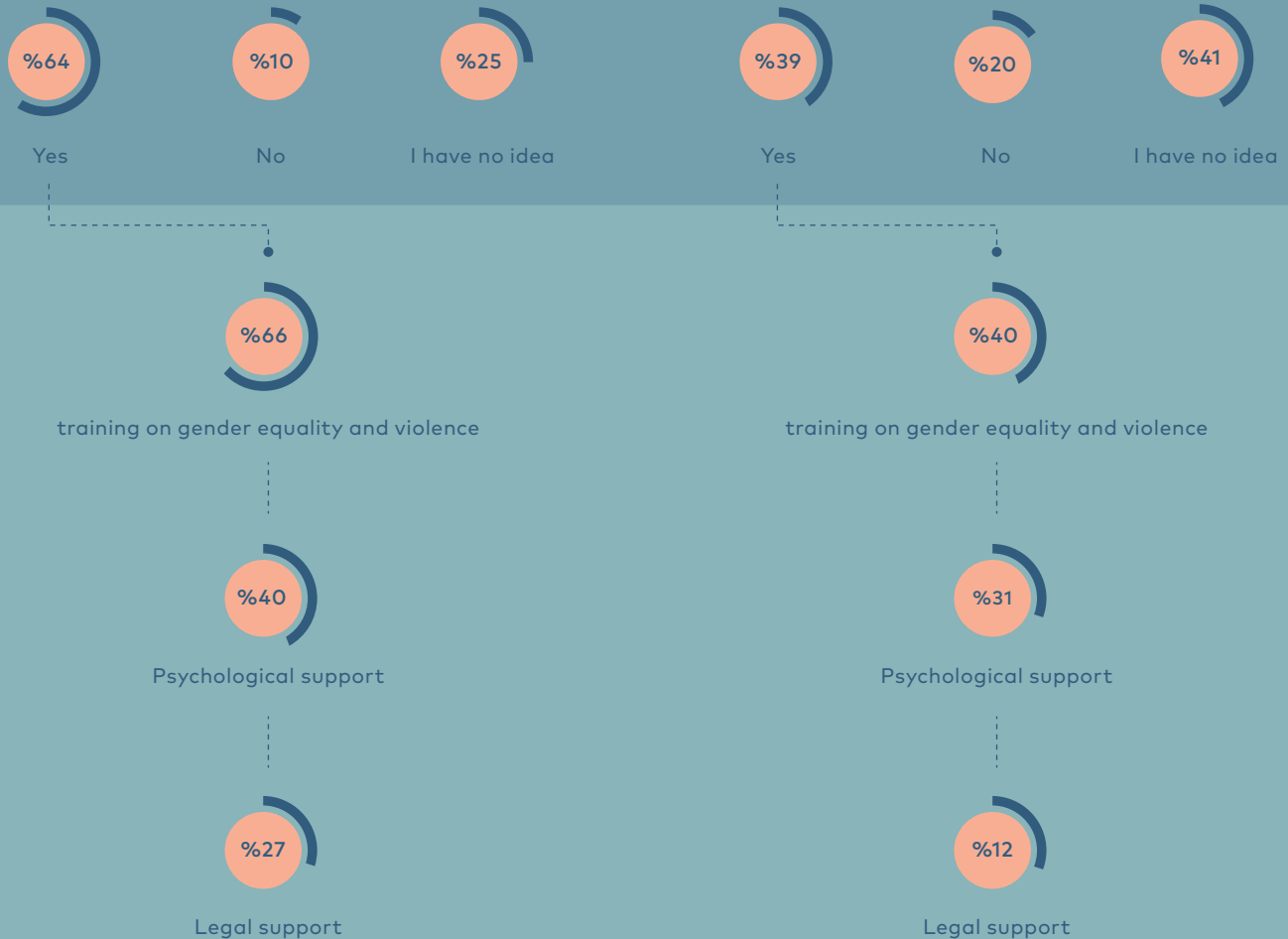
Experimental Group
23 company | **N:** 2137 **Female:** 1021

Control Group
9 company | **N:** 1236 **Female:** 508

what kind of policies or practices your company have to prevent discrimination and violence against women

| %64 | %10 | %25 | %39 | %20 | %41 |
| Yes | No | I have no idea | Yes | No | I have no idea |

%66
training on gender equality and violence

%40
training on gender equality and violence

%40
Psychological support

%31
Psychological support

%27
Legal support

%12
Legal support

When the participants who provided "yes" as an answer to the previous questions were asked "what kind of policies or practices your company have to prevent discrimination and violence against women", the number of women who were aware of the existence of policies and practices such as "training on gender equality and violence" (66% - 40%), "psychological support" (40% - 31%) and "legal support" (27% - 12%) was higher in the treatment group compared to that of the control group. Similarly, more men in the treatment group show awareness of the company policies

and practices such as "training addressing gender equality and violence" (69% - 45%), "awareness raising works addressing gender equality and violence" (72% - 59%) and "secure transportation support" (21% - 14%) compared to their peers in the control group. An unexpected result was that more employees in the control group stated that their companies were trying to prevent discrimination via practices such as "flexible working conditions" (53% - 39%) and "redetermination of assessment criteria" (11% - 7%) compared to their peers in the treatment group. Additionally,
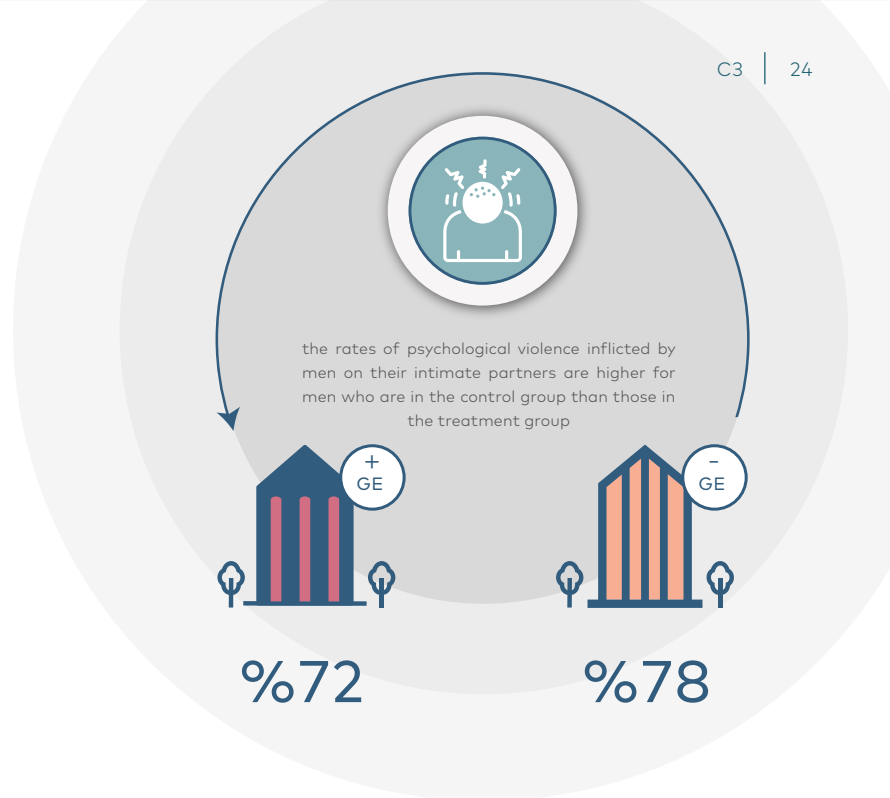
the percentage of those who responded to this question "I have no idea" was higher among the employees of the control group (9% - 5%). Besides, whereas about 15% (female:18%, male:13%) of the employees in the treatment group companies actively participated in the development of these policies and practices, this number dropped to 7% in the control group (female:12%, male: 5%).

When the authorities and institutions responsible for the development of conducts, policies and practices addressing discrimination and violence against women were inquired, participants from both groups stated that all stakeholders should assume a high degree of responsibility. It is understood that participants of both groups think that state is the entity that should undertake the responsibility for this issue (99%). According to the participants, the least responsible institutions are the private companies (88% - 89%). Nonetheless, these results show that most of the employees in both groups expect their institutions to develop concrete policies and practices against domestic violence.

3.3.2 Perceptions Pertaining To Domestic Violence, Attitudes Towards Gender Equality

Following the analysis that shows that there has been increase in the awareness about the interventions, an investigation on whether there is a difference in the attitudes and perceptions of the treatment group employees in comparison to the control group employees has been conducted. It is seen that among male employees who participated in the 2019 survey, the rates of psychological violence inflicted by men on their intimate partners are higher for men who are in the control group than those in the treatment group (72% - 78%). Considering that psychological violence (shouting, humiliation) is the most common form of violence, this finding points at the significant impact of the project. No difference has been observed in other forms of violence. This finding might indicate that physical, sexual, economic and social violence may be more intertwined with male-dominated norms and social structure of society and therefore less prone to change due to such company policies or practices.

The responses to the questions about gender equality demonstrate at the least significant differences between the participants of the treatment and control groups (Table 1). In particular, it is understood that employees in the treatment

the rates of psychological violence inflicted by men on their intimate partners are higher for men who are in the control group than those in the treatment group

%72   %78

group adopt a more egalitarian approach regarding men's role as the final decision-making authority in the family, and the freedom of women and girls compared to those in the control group. There can be multiple reasons as to why these differences are not greater and more significant. First, the employees of both treatment and control groups already think in a rather egalitarian way on many issues, suggesting not much room for improvement. Second, the interventions (training, etc.) have not yet spread among all employees in treatment group companies. Third, the difficulties in observing changes in the attitudes in a greater scale in such a short time might make this analysis somewhat premature. Finally, it is important to take into consideration that the quality of the relations established by some companies in the treatment group and the practices they implement may not be sufficient to effect significant changes in the attitudes of the employees on the issue of gender equality.

Similarly, compared to the control group, in the treatment group there are more employees who identify themselves as feminists. Yet again there are more employees in the control group who believe that too much is expected from men with respect to attaining gender equality in Turkey. When the responses to the question "based on policies and practices developed in your company in order to prevent discrimination and violence against women, have there been any changes in your, your close circles' and business circles' lives" given by control and treatment groups were compared, it is seen that treatment group participants gave "yes" response to the following statements: "I use discriminatory language less", "we

Table 1. Views on male domination in the family (%)	Agree (Total)		Don't Agree (Total)	
	Experimental Group	Control Group	Experimental Group	Control Group
Base	2130	1234	2130	1234
DEPENDENCY OF WOMEN IN THE FAMILY				
Widows should be able to live on their own.	91	91	3	4
Young women should be able to live on their own once they are economically independent.	61	58	19	18
Women should be able to go out on their own at night.	73	71	13	15
Families should allow their daughters to flirt.	62	59	14	15
HEAD OF THE FAMILY (DECISION MAKER) MEN				
Spouses should divide domestic chores equally.	82	80	6	7
At home, man's all wishes should be realized.	3	4	89	86
When in conflict with her husband, women should remain silent.	5	5	83	80
Man is the head of the family.	18	20	68	65
Man is the breadwinner in the family.	17	18	70	70
If the husband is well-off, then the wife should not work.	7	7	79	79
Man should decide on how to use household income.	4	4	88	86

share childcare responsibilities more equally", "we share house chores more equally" and "women's assuming more responsibility/advancing in their work life should be supported more" by 17% to 20% more. Analysis based on gender of the participants shows that these changes in the perceptions of both female and male employees in the treatment group is significantly different than their peers in the control group. These results indicate that the policies and practices developed within the scope of the project might have had an impact on the identities and behaviors of the employees. When compared to the participants in the control group, employees in the treatment group find the policies and practices developed against discrimination and violence in their companies more sufficient (78% - 71%) and state that their companies have more exemplary policies and practices (77% - 68%).

3.3.3 Perceptions And Attitudes About The Companies And Work Life

The number of those who state that women and men are treated more equally in their companies are higher in the treatment group than the control group (74% - 69%). This difference is mainly due to the differences between female employees in the treatment and control groups (67% - 60%). However, there was no difference between the two groups with respect to the percentage of those who state that women and men are generally treated equally in their families and close circles. These results show that the employees working in the companies that develop policies and practices within the scope of the project are seeing their companies more successful in achieving gender equality. However, the results also show that the majority of the participants in both groups do not think that their companies, families and close circles are representative of Turkey in general.

When the participants reported about the most important problems that women face in their workplace, women in the control group voiced discrimination in "rewards" (10% - 6%) and "promotion" (29% - 23%) decisions more compared to those in the treatment group. Women in the treatment group companies have voiced their experiences of negative attitudes of their subordinates and other female managers (21% -17%) and non-work related expectations (14% -19%) more often than women in the control group did. These results demonstrate that the policies implemented by the treatment group companies ameliorate women's perception of systematic discrimination at the workplace but render discrimination in their social relations more visible. Men in the treatment group reported that women in the workplace have more problems in the areas of access to education (3% - 1.5%), distribution of responsibilities (21% - 17%), and rewards (4% - 2%) compared to the control group. On the other hand, the same male employees state that women experience less problems in terms of parental leave (20% - 24%).

The answers given by the employees in the treatment group to the question "I would be very happy to spend the rest of my professional life in this company" are more positive than those of the control group employees. This difference applies to both genders. Similarly, the treatment group participants responded more positively to the statements "I am proud to be an employee in this company" and "I feel like this is my own company" compared to the control group participants. However, these results are mostly due to male employees' responses. These results indicate that generally the experimental group employees are somewhat more emotionally attached to their companies than control group employees are.

On the other hand, when the answers given to the questions "how does the fact that your company developed gender equality and anti-violence policies influence your career goals?" were compared, number of female employees in the

%42   %27

treatment group who responded by stating that "this fact made me to set higher goals for myself" is higher than the control group (42% - 27%). This significant difference can be explained by the possibility that although some companies in the control group do not directly pursue policies on societal gender equality and domestic violence, they might have a more innovative and egalitarian approach to human resources policies. As it can be recalled from the findings summarized previously, the employees working in these companies had stated that their companies offer flexible working conditions and renewed performance assessment criteria more than the experimental group employees did. When these results are evaluated along with the findings related to career goals, it is possible to suggest that companies participating in the project should revise their HR practices that directly affect their female employees' experiences of discrimination. In addition to new forms of support that can be offered to women who are exposed to domestic violence, examination of whether existing HR practices cause gender discrimination, and, if so, changing these practices or developing new practices can increase female employees' motivations regarding their careers.

4

Conclusion
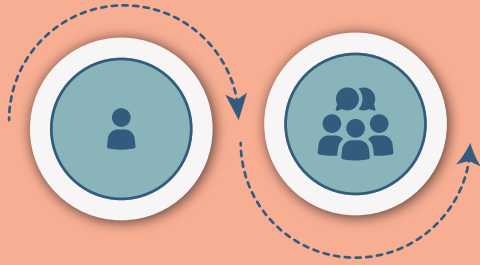
It is understood that the employees, particularly men, working in companies that have not yet developed any policies or practices gradually start to see domestic violence as an issue which has its source in men and society and; thus, cannot be solved by women alone. In fact, some female employees started to see company's management (i.e. HR managers) like other official authorities from which they can receive support without hesitation.

The employees, particularly the women, who are working for companies which developed policies and practices within the scope of the project, have become more positive about receiving support from the company, and noticed more often their colleagues who are exposed to violence when compared to those employees who are working for companies which have not as yet become a part of the project. They also stated that women are exposed to physical and psychological violence by their intimate partners more often. When considered together with other changes seen over time, it is seen that, the interventions on the part of the companies involved in project impacted a change so that women started to feel more free to share their experiences of domestic violence and to receive support to address this issue as they started to believe that domestic violence is not their destiny.
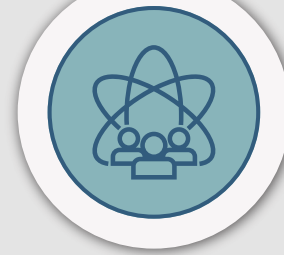
It is observed that the employees working for the companies involved in the project are aware of these interventions; find these interventions effective and see them as exemplary practices. They think that women and men are treated equally in their companies and women are exposed to less systematic discrimination. They also feel that they are more attached emotionally to their companies; and notice changes in their behaviors and relationships compared to those employees in companies with no such policies. However, it is seen that the employees in the project companies perceive negative behaviors more often in their relationships when compared to those in the other companies that are not yet in the project and they do not think that their companies endorse practices such as flexible working hours to establish a work-family balance.
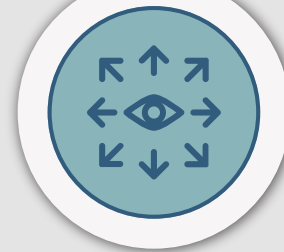
In summary, the results show an increase in the awareness of the employees about domestic violence over time and the employees' perceptions and attitudes about domestic violence and their companies show significant positive changes as a result of the policies and practices developed in their companies.

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