The Impacts of Violence Against Women on the Workplace: Perpetrators

impact the bottom line

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Abstract

Perpetrator violence needs to be taken seriously as a corporate issue. Perpetrator violence cannot be strictly viewed as an ethical concern, but one that has financial consequences for corporations. Violence against women is pervasive in our society and is known by many names, including domestic violence, intimate partner violence, and family violence. Society at large tends to compartmentalize violence against women as a private issue; but violence against women impacts all aspects of a woman's life, including her workplace. Companies need to take action towards the elimination of violence against women and provide programming for both victims as well as abusers. This paper provides an overview of the research that has been conducted on the consequences that violence against women has on a workplace, and it focuses on the financial impact that perpetrators of violence have on a company. A calculator in Appendix A has been developed for Canadian businesses to help show the financial impact of perpetrator violence to help show how this is, indeed, an issue that corporations have a vested interest in instigating change. The paper ends with a conclusion of next steps and recommendations for further research on this topic.

Keywords: violence, women, workplace, perpetrator, abuse

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CHAPTER 1: VIOLENCE AGAINST WOMEN

Family violence is a tragedy, whether the perpetrators identify themselves as males, females, or amongst the many spectrums of gender. While the author acknowledges that intimate partner violence, spousal violence and domestic violence happens amongst and between all genders, this paper will focus on the female experience, as "While women and men self-report similar rates of spousal violence, women's experiences are different from men. Women are more likely than men to experience the most severe forms of self-reported spousal victimization, such as multiple victimizations and incidents with physical injuries" (Sinha, 2013, p. 8).

The specific impacts of violence against women need to be considered as context for this issue. As the vast majority of victims in intimate partner violence relationships are female, and the bulk of perpetrators are male, there is a gendered focus in this paper. It is important not to mask the genders so that the targeted solutions to this pandemic are more strategic and effective. As such, this paper specifically investigates the impact that violence against females has on a place of work.

When discussing the impact of violence against women on the workplace, a logical assumption is that one is speaking about *workplace violence*, and how this *workplace violence* impacts women. While this is a worthwhile question, it is not the focus of this particular research exercise. Rather, the content of this paper centers on the violence that a woman experiences in her home, and the repercussions this has on the workplace. Even more specifically, this paper will examine how perpetrator violence impacts a workplace – with a focus on the victim's workplace, but delves into the perpetrator's workplace, as well.

Women have specific, legitimate reasons for hiding their abuse from their workplaces. Through interviews conducted with female employees who were victims of domestic abuse, Swanberg & Logan (2005) found that fear of job loss is one of the main reasons why women don't share their abuse with their workplaces. Career enhancement is deterred if the victim doesn't feel safe to work late or go on overnight travel business trips because she is afraid that the abuser sees this as an attempt to gain control of her life and becomes increasingly violent as a response (Joy Mighty, 1997). When describing a circumstance in which Emergency Room Nurses had to come to come to terms with a peer murdering her abusive husband, Berlinger (1999) describes the reason why victims don't leave an abusive relationship: "No doubt, he told her he would kill her, her family, friends, or even coworkers if she tried to leave. Believing this, DV victims assume responsibility for the welfare of those close to them" (Berlinger, 1999, p. 21).

There are a number of ways that workplaces are impacted by violence against women, such as increased sick leave, absenteeism, and decreased productivity (Johnson & Gardner, 1999; Lindquist et al., 2010). The most apparent to the bottom line is absenteeism, both physically (through missed work) and mentally (through decreased job performance). The legitimate worries and fears that women have for their physical and emotional wellbeing can have ramifications on job performance, as uncertainties and stress about safety can obviously hinder concentration. Employers need to take action. Flexible work arrangements, increased leaves, and employment safety plans are all ways for employers to be supportive to victims (Joy Mighty, 1997).

Not taking action against intimate partner violence (IPV) decreases productivity measures for business. Employers Against Domestic Violence (EADV) illustrates this in

their research. EADV is a non-profit, membership organization that connects employers from the state of Massachusetts to experts in the fields of domestic and workplace violence prevention. According to EADV (n.d.), "74% of employed battered women were harassed by their partner while at work. This caused 56% of them to be late for work at least five times a month, 28% to leave early at least five days a month, and 54% to miss at least three full days of work a month."

The overall financial impact of spousal violence in Canada has been calculated in a number of different ways, and is always deemed to be a substantial amount. The economic impact of spousal violence against females in 2009 on the output of employers is estimated at $6,194,356 (Zhang, Hoddenbagh, McDonald, & Scrim, 2013). Further, the total economic impact of spousal violence against females in 2009 on employers due to tardiness and distraction is estimated to be $44,858,528 (Zhang, Hoddenbagh, McDonald, & Scrim, 2013).

Violence against women in its many forms is often recognized as a public policy issue and a social justice issue. Family Violence, in all of its forms, has been recognized as a social problem for decades (Joy Mighty, 1997). "In the same way that employers have a social responsibility to conduct business in ways that protect the environment, they also have a social responsibility to create a workplace environment that gives the clear message that any form of violence against female (or male) employees is not to be tolerated" (Joy Mighty, 1997, p. 256). This means taking action and not ignoring the issue.

Domestic violence or intimate partner violence (IPV) may take place while a woman is outside of the workplace; but the impacts don't exist in isolation. "As evident in this

study and other research findings, domestic violence spills over into the workplace and

has serious ramifications for victims, employees, and customer safety" (Swanberg &

Logan, 2005, p. 15). The impact goes even further than co-workers, as customers may be

physically or emotionally impacted if they are exposed to the violence (La Van, Lopex,

Katz, & Martin, 2012). Women may hide their physical and emotional scars while at

their desks; but the pain, anguish and worry doesn't magically disappear when the

computer is turned on at the workplace. Victims feel ashamed or embarrassed about the

abuse (Swanberg and Logan, 2005) and are sometimes afraid that they will lose their job

because of IPV, especially if the abuser enters the workplace. Abusers do not tend to see

the workplace as a sanctuary from abuse. Research indicates that 70% of victims have

been harassed at work (Lynn, 1998). Katula (2012) refers to other research (Lloyd, 1997;

Weis, Fine, Proweller, Bertram, & Marusza, 1998) to support the case that "poor

physical and psychological health, erratic employment patterns, and employer

terminations due to the abuse are all causes for unemployment" (Katula, 2012, p. 219)

for IPV victims. Victims will attempt to minimize the situation in an attempt to secure

their employment (Katula, 2012).

Research and discourse of the workplace impact of IPV typically rests the bulk of

the responsibility on the victim. Unfortunately, there is a dearth of research about the

impacts on business of the perpetrator. This paper will attempt to shift the conversation

so that the focus does not solely gaze upon the victim, but on the perpetrator, as well.

One prime example of an abuser's bearing is when he uses company time to contact his

victim. In these cases, the offenders pose a dual consequence for business – abusers

make calls during work hours to harass their victims, and victims are harassed during

work hours. It is the perpetrator who imposes the harm, and since many women who are abused are also employed, the violence imposed by the perpetrator has an impact on productivity and the financial bottom line. And yet society consistently focuses on the victim – the impact that being a victim will have on the workplace. There is a need to shift to the impact that a perpetrator has on a workplace, and the need to instigate change.

There are many social justice issues that corporations are comfortable to embrace, but domestic violence is seemingly too far removed from the workplace to generate ample corporate interest. This is a false assumption, as "According to the American Institute on Domestic Violence, victims lose nearly eight million days of paid work each year, the equivalent of more than 32,000 full-time jobs. The cost of violence against women in Canada - including health care, criminal justice, social services, lost wages and productivity - has been estimated at $4.2-billion annually, according to the Canadian Women's Foundation" (Globe and Mail, January 2013).

Motivation: Moving from the Shadows

The cost of violence against women is an interesting concept. Mostly, we see this tragedy as a social cost; but not necessarily one that has financial implications to companies. Further, society tends to individualize the cost of violence against women. Society recognizes the cost and impacts to the victim and her family, but very rarely what the impact is to humanity at large. For corporations, the tendency to connect the dots to the company's bottom line is uncommon. There is recognition of providing proper Human Resource procedures for employees who are impacted; but the cost to business is not often considered and the process for doing so is unclear. There are

companies that are working on this issue, however, and this paper provides a view into these measures, as well as a number of promising practices that could help victims of domestic abuse, including the benefit to a corporation's bottom line. This paper strives to provide evidence that highlights how taking action to eliminate violence against women would benefit the corporation itself.

Finally, as discussed above, the onus of responsibility tends to be placed on the victim. When we consider violence against women; it is seen solely as the victim's problem, and not as a perpetrator issue. When we cost out violence against women, it is seemingly as a cost to companies who have victims as employees, not as the cost of perpetrators to their businesses. Clearly it is important to turn the conversation around so that a broad perspective can include both, and the light of inquiry (and financial responsibility) is shone in such a way to bring light to the shadows.

Violence Against Women Research Overview and Challenges

Violence against women is an incredibly complex issue. There are many different ways to describe and contextualize this phenomenon, with sometime divisive – and understandably emotional – reasoning as to how it should be referred to or explained. Article 1 of the 1993 United Nations Declaration on the Elimination of Violence against Women has defined violence against women as: "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life" (United Nations, 1993). Further, Article 2 states:

"Violence against women shall be understood to encompass, but

not be limited to, the following:

(a) Physical, sexual and psychological violence occurring in the

family, including battering, sexual abuse of female children in

the household, dowry-related violence, marital rape, female

genital mutilation and other traditional practices harmful to

women, non-spousal violence and violence related to

exploitation;

 (b) Physical, sexual and psychological violence occurring

within the general community, including rape, sexual abuse,

sexual harassment and intimidation at work, in educational

institutions and elsewhere, trafficking in women and forced

prostitution;

 (c) Physical, sexual and psychological violence perpetrated or

condoned by the State, wherever it occurs" (United Nations,

1993).

This paper will mainly focus on subsections (a) and (b) of the UN Declaration.

Throughout the paper there will be specific references to types of violence against

women, including IPV and domestic violence, and other idioms. While the author

acknowledges there are subtle differences between the terms, this paper will utilize these

terms interchangeably as the source of research frames them.

There will be references, as well, to family violence and spousal abuse. One of the

largest forms of violence against women is spousal abuse:

Spousal violence is not a specific offence in and of itself in the *Criminal Code*, but

many acts that constitute spousal violence are crimes in Canada. Offences often

associated with spousal violence include common assault, assault with a weapon,

sexual assault, homicide, forcible confinement, uttering threats, criminal

harassment, and failure to provide the necessities of life (Zhang, Hoddenbagh,

McDonald & Scrim, 2013. P. 1).

Family Violence means different things to different people. "The term 'family

violence' is not a single coherent phenomenon" (Joy Mighty, 1997, p. 251). Also, what

we collectively agree to what a family looks like has changed over the years. For many

years, the nuclear family was seen as the norm, but presently comprises a much smaller

percentage of Canadian families (Joy Mighty, 1997). Further, there are others who utilize

the term 'family violence' interchangeably with 'violence against women'. Within this

paper, the author uses the Prince Edward Island Premier's Action Committee on Family

Violence Family Violence (PAC) Statement to define family violence:

"Family violence can take many forms: harassment,

verbal abuse, threats, financial abuse, psychological

abuse, emotional abuse, spiritual abuse, neglect, damage

to property, injury to pets, physical abuse, sexual abuse,

and homicide ... Family violence can happen between:

current and former intimate partners (married and

unmarried couples, including same-sex couples, and

dating partners); a legal guardian or parent and child;

blood, marriage or adoptive relatives; and a live-in

caregiver and care recipient" (PAC Website, n.d.).

There are a number of research challenges when investigating the impact of IPV. One of the greatest challenges is quantifying the data. Sinha (2013) puts forward two main challenges when estimating the number of women who are victims of violence: undercounting and survey instruments. Undercounting occurs "… because women may be reluctant to disclose their victimization to anyone, including authorities or survey interviewers" (Sinha, 2013, p. 11). The differing survey instruments that are used can have an impact on the prevalence numbers, depending on how the surveys measure the crime or victimization. For example, data that relies on police reports only captures Criminal Code offences that police have dealt with, and as indicated above, not all crimes are reported to police. This paper attempts to capture the evidence as it relates to this topic; but the author recognizes there are a number of differing methods used in the various research sources and this information is put forward without deconstructing and reinterpreting each data source but rather uses this as the best available evidence as we know it currently.

Organization of this Thesis

This chapter provided an overview and the motivation behind researching the cost of violence against women to corporations. Chapter 2 is a literature review that was conducted through a number of mechanisms, including Business Source Complete and OneSearch to find peer-reviewed articles. White papers from the Federal Government of Canada, specifically Statistics Canada, the Department of Justice, and Status of Women

Canada were accessed through a general web search. A Google search was also conducted at the beginning of the writing exercise, mostly to provide an overview of this topic for the author. A cursory review of current legislation was conducted, as well.

The subject of the methodology section of this paper is a calculator adapted for a Canadian audience that the author modified from an American model. The purpose of this calculator is to provide a cost analysis of what perpetrators of violence against women costs a Canadian company (or division, section or department) each year. The calculator mostly uses data from the most recent Canadian General Social Survey (GSS). The discussion section is broken down into the following sub-sections:

- Research implications
- Types of Violence (stalking at work, violence at the home that impacts work performance, etc.)
- Community response and its relation to business
- Government responses to violence against women
- Current responses from business (Employee Assistance Programs as a specific example)
- Limitations and future research

The paper ends with a conclusion of next steps and recommendations for further research on this topic.

CHAPTER 2: LITERATURE REVIEW OF THE IMPACT OF VIOLENCE

AGAINST WOMEN ON THE WORKPLACE

Violence against women has global reach. Research shows that domestic violence has a huge impact on the gross domestic product for every single country where it has been studied (Reece, 2006). Violence against women is pervasive in our North American Society. Family violence is more destructive than health problems such as cancer, AIDS or heart disease (Joy Mighty, 1997).

According to *The National Intimate Partner and Sexual Violence Survey (NISVS): 2010 Summary Report* from the National Center for Injury Prevention and Control, Centers for Disease Control and Prevention, almost one-third of women from the United States "have experienced rape, physical violence, and/or stalking by an intimate partner and reported at least one measured impact related to experiencing these or other forms of violent behavior in that relationship" (Black et al., 2010, p. 54). The authors further elaborate:

> Approximately one-quarter of women reported being fearful (25.7%), and more
> than 1 in 5 reported being concerned for their safety (22.2%), or reported at least
> one post-traumatic stress disorder (PTSD) symptom (22.3%) as a result of the
> violence experienced. More than 1 in 7 (14.8%) experienced an injury, while 1 in
> 10 (10.0%) missed at least one day of work or school as a result of these or other
> forms of intimate partner violence (Black et al., 2010, p. 54).

Women share similar experiences all across Canada. "Victimization data indicate that the 2009 rates of self-reported violent victimization against women were similar across the provinces" (Sinha, 2013, p. 17). Violence against women impacts all of us. It knows

no borders or boundaries. Education isn't a factor. "Overall, educational attainment had

no bearing on women's risk of either spousal or non-spousal violence. This was also the

case for income, a factor often influenced by levels of education. That is, income was not

related to women's risk of either spousal or non-spousal violence" (Singha, 2013, p. 60).

Intimate partner violence is the most common form of violence against women (Sinha

2013). Statistics Canada reports that IPV accounts for a quarter of all reported violence

crimes to police, and eighty percent of the victims are female (Sinha, 2013). When we

speak of IPV or domestic violence, most often it is the physical battery that comes to

mind. IPV conjures images of bruises, broken limbs, and shattered jaws. The wounds go

much deeper than the physical surface, however. "The adverse health consequences of

spousal violence are manifested both mentally and physically, and the link between

spousal violence against women and mental health issues is well documented (Zhang,

Hoddenbagh, McDonald & Scrim, 2013, p. 44). Further, "It is also recognized that

psychological coercion and degradation almost always accompany such violence and are

included with physical and sexual assault under the broader terms of spouse abuse,

domestic violence, or violence against women" (Campbell, 2002, p. 1331). The

emotional scars are long lasting, as well. Post-traumatic stress disorder is significantly

higher for women who have been abused (Campbell, 2002). Further, "Daily stress levels

were elevated when women had reported being violently victimized in the preceding 12

months. Over half (53%) of women victimized by a spouse stated that most of their days

were "quite a bit or extremely stressful", significantly higher than the proportion of

women victimized by someone else (41%) and the proportion of women not victimized

(23%)" (Sinha, 2013, p. 9).

The perpetrators of violence against women are typically not strangers. "Similar to police-reported findings, victimization data suggest that women were more likely than men to know the perpetrator. For instance, 62% of female victims of non-spousal violence knew their assailant. The reverse was true for male victims, where strangers accounted for the largest share of perpetrators (55%). The vast majority of perpetrators (91%) of self-reported non-spousal violence against women were men" (Sinha, 2013, p. 18). For many women, abuse is not a one-time-only event. The reality for many women is to go to work, hope that her abuser won't trouble her while she is at her workplace, and then come home to violence or emotional abuse. It is a harsh struggle, and the ripple effects are quite expansive.

As noted previously, there are many forms of violence against women, including IPV, criminal harassment, sexual assault and stalking. Eighty percent of police-reported IPV victims were women in 2011 (Sinha, 2013). Females account for 76% of the victims of criminal harassment, and "Men are responsible for the vast majority of criminal harassment incidents against women" (Sinha, 2013, p. 32). For most of these incidents, the perpetrator was an intimate partner (Sinha, 2013). It is challenging to estimate the number of women who are sexually assaulted each year in Canada. "The high level of under-reporting of sexual assault suggests that the prevalence of police-reported sexual assaults may be an underestimation of the true extent of the problem" (Sinha, 2013, p. 29). Statistics Canada data (through the General Social Survey), shows that only 25% of sexual assaults are committed by someone who the victim doesn't know. This means that women know the people who sexually assault them 75% of the time – and it is a friend or casual acquaintance almost half of that time (Sinha, 2013). According to General Social

Survey data in Canada, "women were twice as likely as men to self-report being a victim

of stalking in the previous 12 months (3.0% versus 1.5%). In total, about 416,100 women

reported being victims of stalking, compared to 204,500 men" (Sinha, 2013, p. 33).

According to the U.S. Center for Disease Control, greater attention has been paid over

the past decade to the impacts of stalking (Black et al., 2010). According to the center's

The National Intimate Partner and Sexual Violence Survey (2010 Summary Report),

approximately 1 in 6 American women has "experienced stalking at some point in her

lifetime in which she felt very fearful or believed that she or someone close to her would

be harmed or killed as a result" (Black et al., 2010, p. 29). In this survey, unwanted

phone calls (including voice or text messages, or hang ups) were noted as the largest

method used to stalk female victims (78.7%). Following this, female stalking victims

were approached at home or work (57.6%). The vast majority of these women (two-

thirds) were stalked by their intimate partners (Black et al., 2010).

While this research paper focuses on the impact that violence against women *outside

of the workplace* has on businesses, it is interesting to look at the impact of *workplace

violence* itself. According to the Canadian Centre for Occupational Health and Safety

(CCOHS), workplace violence occurs when abuse, threats, intimidation, harassment or

assault takes place while someone is at work or is on duty (CCOHS website, 2012).

In the United States, the Centers for Disease Control (Occupational Safety and Health

Administration and the National Institute for Occupational Safety and Health) include

personal relationships within its definition of workplace violence. It has four distinct

categories for workplace violence: criminal intent, customer/client, worker-on-worker,

and personal relationship (Futures Without Violence, n.d.). According to the United

States Department of Labor (2006), workplace violence is classified in four types of

situations:

> • Criminal - when the perpetrator has no legitimate relationship to
>
> the business or its employees and is usually committing a crime in
>
> conjunction with the violence (e.g. robbery, shoplifting, or
>
> trespassing);
>
> • Customer or Client - when the perpetrator has a legitimate
>
> relationship with the business and becomes violent while being
>
> served by the business (e.g. customers, clients, patients, students,
>
> inmates, or any other group to which the business provides services);
>
> • Co-Worker - when the perpetrator is an employee, past employee
>
> of the business, or contractor who works as a temporary employee of
>
> the business and who attacks or threatens another employee; and
>
> • Domestic Violence - when the perpetrator, who has no legitimate
>
> relationship to the business, but has a personal relationship with the
>
> intended victim, threatens or assaults the intended victim at the
>
> workplace – such as a family member, boyfriend, or girlfriend
>
> (Bureau of Labor Statistics, 2006).

This classification includes IPV insofar as it directly impacts business, such as an

abusive partner coming to the workplace and threatening the employee, or stalking the

employee when he/she is at work, or even coming to the workplace to murder the victim

and other employees are caught and killed or injured in the crossfire. "Intimate partner

violence (IPV) can follow women into the workplace, resulting in serious consequences

not only for the victim, but for her co-workers as well" (Tiesman, Gurka, Konda, Coben,

& Amandus, 2012, p. 277). Obviously, this is quite a serious issue for business, and there

have been a number of workplace violence instances with horrific outcomes. Aside from

the tragedy of loss of life (which must be recognized as most important) this has a

negative impact on the business in that the horrific image and association to violence that

the business will need to endure in the aftermath of the tragedy. The emotional toll of

violence against women has an impact through a myriad of ways. For example, the

Bureau of Justice Statistics Special Report notes:

> For stalking victims, the most common fear cited was not knowing what would
>
> happen next. Nine percent of stalking victims reported their worst fear was death.
>
> Twenty-nine percent of stalking victims feared the behavior would never stop.
>
> More than half of the stalking victims feared bodily harm to themselves, their
>
> child, or another family member (Baum, Catalano, Rand, & Rose, 2009, p. 6).

Lindquist et al. (2010) puts forward that victims are often more vulnerable to IPV at

work. This vulnerability is especially acute after a woman leaves her abusive partner, as

the workplace is a known location to find the victim. "Oddly enough, the workplace is a

very likely setting for IPV given the number of hours that employees spend there and the

predictability of their presence in the work environment. This is particularly the case

when a victim has taken steps to leave an abusive home environment" O'Leary-Kelly,

Lean, Reeves, & Randel, 2008, p. 59). "Nearly 20 percent of women fatally injured in

the workplace were attacked by an intimate partner" (La Van, Lopex, Katz, & Martin,

2012, p. 55). Tiesman, Gurka, Konda, Coben, & Amandus (2012) report in their six year study that the leading cause of workplace homicides for women in the United States was criminal intent (39%), followed by workplace homicides in which the woman was killed by a personal relation (33%). Of this 33%, the vast majority were intimate partners (78%). In 2010, workplace homicide for females was up 13%. It is a leading cause of occupational injury death for female workers in the United States (Tiesman, Gurka, Konda, Coben, & Amandus, 2012).

Obviously, protecting women from violence is an ethical and legal issue, but it is also a financial one, including loss of wages, which are substantial: one-third of Canadians who report experiencing sexual assault had household incomes of more than $100,000, according to a Canadian Centre for Policy Alternatives study (Eichler, July 2013). Aside from the human cost (which this author knows is important) the financial cost must be considered. Zhang, Hoddenbagh, McDonald & Scrim (2013) estimate that spousal violence against women in Canada cost female employees $20,943,599 in 2009. Further, they put forward that spousal violence cost Canadians $7.4 billion in 2009, and they deem this a conservative estimate. Of this $7.4 billion, the majority was related to victim costs, which would include counseling and legal fees. The next highest cost, however, was "borne" by third parties, such as employers, families and social services.

In 2003, the report entitled *Costs of Intimate Partner Violence Against Women in the United States* was released. It was a publication of the National Center for Injury Prevention and Control, part of the Centers for Disease Control and Prevention, and is still widely referenced when searching for the economic (and other) costs of IPV, particularly for the United States. The report estimates that:

"The costs of IPV against women exceed an estimated

$5.8 billion. These costs include nearly $4.1 billion in

the direct costs of medical care and mental health care

and nearly $1.8 billion in the indirect costs of lost

productivity and PVLE [Present Value of Lifetime

Earnings]. Statistically, the overall total cost estimate of

$5.8 billion varies from more than $3.9 billion to more

than $7.6 billion, as indicated by the 95% confidence

interval for the total costs" (p. 32).

Lost Productivity and Absenteeism

Violence against women has negative ramifications on corporate productivity, and

increases employee absenteeism. "The encroachment of intimate partner violence (IPV)

into the workplace not only puts the health and safety of workers at risk but also

negatively affects employee productivity and organizational costs" (Perrin, Yragui,

Hanson & Glass, 2011, p. 2265). This is an issue that affects women more so than men,

as "10% of female victims of homicide at work were killed by a relative, only 1% of

male homicide victims were killed by a relative (Perrin, Yragui, Hanson & Glass, 2011,

p. 2266). In 2005, the Corporate Alliance to End Partner Violence conducted a national

telephone survey. Through this survey, they found that "21% of full-time employed

adults were victims of domestic violence and 64% of them indicated their work

performance was significantly impacted" (Corporate Alliance to End Partner Violence

Website, n.d.). Further, "Sixty-four percent (64%) of victims of domestic violence

indicated that their ability to work was affected by the violence. Among key causes for their decline in productivity, victims noted "distraction" (57%); "fear of discovery" (45%); "harassment by intimate partner at work (either by phone or in person)" (40%); fear of intimate partner's unexpected visits" (34%); "inability to complete assignments on time" (24%); and "job loss" (21%) (Corporate Alliance to End Partner Violence Website, n.d.).

Almost half of sexual assault survivors either lose their jobs or quit as a result of the assault (Jacobs 2010). "Regardless of the type of job interference tactics displayed by abusers, one of the main themes that emerged from the data was the effect that victimization had on women's job performance. The majority of respondents reported that they missed work, were terminated from a job, or resigned as a direct result of the victimization" (Swanberg & Logan, 2005, p. 8). The vast majority of these respondents (91%) indicated that they had either quit or were fired from their jobs over the previous two years (Swanberg & Logan, 2005). Employees will not take action against their abuse if they feel that it decreases their job security. "One of the most important factors in successfully addressing the workplace impact of IPV is the creation of a culture where employees can reveal information about the IPV to co-workers or supervisors without the threat of being fired" (Jacobs, 2010, p. 602). The survey conducted by Swanberg & Logan (2005) reveals that:

> "Missing work with some regularity was a common
> theme among over 50% of the respondents. Specifically,
> women reported missing work as frequently as three to
> four times a month or as little as once every 2 weeks.

Either way, data imply that some women would make up

excuses about why they were unable to come into work,

or some women would call in sick. In a few cases, when

it became too difficult to continue calling in sick or

making excuses, women would leave their jobs. Themes

also suggest that women who regularly missed work

without providing supervisors with legitimate excuses

were eventually terminated from the job" (Swanberg &

Logan, 2005, p. 9).

Chronister, Harley, Aranda, Barr & Luginbuhl (2012) estimate that women miss more

than eight million days of paid work each year because of IPV. Violence against women

has a huge impact on the workplace. Violence that takes place in the home doesn't stay

in a nice, tidy boxed compartment in a woman's mind. The abuse stays with her, it

travels with her. Leaving her home doesn't mean that the physical and emotional trauma

that a victim experienced the night before will be erased once she crosses the threshold of

her home. It walks with her, and keeps her company throughout the day. Its impacts are

24/7.

In 2011, about half of women who were victims of intimate partner violence suffered

an injury (Sinha, 2013). Violence at home can lead to missing work. "In some instances,

injuries to women resulted in disruptions to their daily lives, as 40% of injured women

reported taking time off from everyday activities. A disruption in daily activities was not

limited to injured victims. About one in five non-injured women (17%) also had to take

time off from their daily activities as a result of the spousal violence" (Sinha, 2013, p.

83). Violence against women can keep women from going to work if they are in pain

from an altercation from the night before. Even if they are physically able to go to work,

they might want to stay home if there is evidence of abuse, such as a black eye. They

might not want to raise suspicions about their situation because they want to keep work

and home-life separate, or they are afraid of losing their job. Most women who are

victims of IPV have decreased work productivity and are absent from work more often

(Associates EDK, 1997). Throughout the United States, IPV victims lose over eight

million workdays each year. This amounts to approximately $18 million in earnings each

year due to job loss or absenteeism (Corso, Mercy, Simon, Finkelstein, & Miller, 2007).

In the United States, ten percent of women (11,886,000) have missed at least one day of

work or school as a result of intimate partner violence (Black et al., 2010). At minimum,

using a 7.5-hour workday as a measurement, this equates to 89,145,000 hours of missed

work due to family violence.

Intimate partner violence may lead to depression and anxiety, which are associated

with decreased work performance and increased absenteeism (Campbell, 2002;

Kimerling et al., 2009). An American study by Corso (2005) found that women who

were victims of IPV lost an average of 7.2 days of work productivity. About one in eight

employees who have experienced stalking lost five or more days from work (Baum,

Catalano, Rand, & Rose, 2009). Most women who are victims of IPV have decreased

work productivity and are absent from work more often (Associates EDK, 1997).

Throughout the United States, IPV victims lose over eight million workdays each year.

This amounts to approximately $18 million in earnings each year due to job loss or

absenteeism (Corso, Mercy, Simon, Finkelstein, & Miller, 2007). Speaking specifically

about spousal violence, "the victim may miss work because of either physical or emotional distress, but actual work performance may also suffer. The victim may be consistently late or may not be able to concentrate on work tasks, and this kind of lost productivity will reflect in the employer's output (Zhang, Hoddenbagh, McDonald, & Scrim, 2013, p. 15). "The US Department of Labor has estimated the cost of workplace violence spillover for US companies at around $5 billion annually. This cost is manifested as low productivity, higher stress, increased health-care costs, absenteeism, turnover, and workplace incidents resulting in litigation" (La Van, Lopex, Katz, & Martin, 2012, p. 52). According to the Resource Center on Domestic & Sexual Violence, "based on the experience of battered women who were employed outside of the home, 55 percent reported absenteeism, 62 percent reported tardiness or having to leave work early, and 24 percent reported having lost their jobs all due to the occurrences of the domestic violence they were presently experiencing" (La Van, Lopex, Katz, & Martin, 2012, p. 52). In their article, The *Impact of Domestic Violence in the Workplace*, La Van, Lopex, Katz, & Martin (2012) refer to a 2005 national telephone survey in the United States in which 21% of full-time employees were domestic violence victims. The majority of these employees (64%) indicated that their work performance was "significantly affected". According to the report *Costs of Intimate Partner Violence Against Women in the United States*, " IPV victims also lose a total of nearly 8.0 million days of paid work—the equivalent of more than 32,000 full-time jobs—and nearly 5.6 million days of household productivity as a result of the violence" (National Center for Injury Prevention and Control, 2003, p. 2). Further, the report states that "The total costs of IPV also include nearly $0.9 billion in lost productivity from paid work and household

chores for victims of nonfatal IPV and $0.9 billion in lifetime earnings lost by victims of

IPV homicide" (National Center for Injury Prevention and Control, 2003, p. 2).

Additionally, Zhang, Hoddenbagh, McDonald & Scrim (2013) estimate that Canadian

female victims of spousal abuse missed 145,147 days of work in 2009 due to incidents of

abuse. This would include stays in hospitals, recovery at home, emergency room visits,

and other time off.

   As discussed, IPV victims experience a number of negative impacts due to abuse.

"Not only do these job related problems adversely affect the victims themselves but they

also negatively affect employers because recruiting and training new employees is

costly" (Perrin, Yragui, Hanson & Glass, 2011, p. 2265). Supervisor and management

support is crucial for people experiencing family violence, not only in helping the

victims themselves (on a personal level), but " It is possible that with the necessary

support, women may be able to maintain better work productivity, saving the employer

the expense of recruiting and training a new employee (Perrin, Yragui, Hanson & Glass,

2011, p. 2278). There is a clear linkage to how IPV affects both the victim and the

employer. "Employees who are experiencing IPV have difficulty doing their work due to

distraction. This loss of productivity in turn has negative effects on organizational costs"

(Perrin, Yragui, Hanson & Glass, 2011, p. 2265). The victim's ability to effectively

function at work is impaired, and the employer suffers direct and indirect costs that are

directly related to IPV (Randel & Wells, 2003; Katula, 2012). Costs could include

absenteeism, turnover, medical bills and lost productivity (Katula, 2012). "In addition to

having devastating effects on victims, domestic violence can present significant costs to

employers" (Falk, Shepard & Elliot, 2002, p. 2). Zhang, Hoddenbagh, McDonald &

Scrim (2013) estimate the total loss to employers is $52,123,343, which includes lost output ($6,194,356), tardiness and distraction ($44,858,528) and administration costs ($1,070,459). "Employees who are in abusive relationships may display the adverse effects of the abuse in the workplace, with tardiness, distraction, and absence all contributing to decreased productivity. Employers therefore face economic losses when their employees experience spousal violence" (Zhang, Hoddenbagh, McDonald & Scrim, 2013, p. 65).

CHAPTER 3: METHODOLOGY

The author's desire to place a financial dollar amount to the impact of violence against women on the workplace is captured by the authors of *An Estimation of the Economic Impact of Spousal Violence in Canada:*

> "Estimating the economic impact of a social phenomenon such as spousal violence, a process known as costing, is a way to measure both the tangible and intangible impacts of that phenomenon. By placing a dollar value on the impact, a common unit of measurement is provided. The dollar value for the economic impact of spousal violence can then be compared to the corresponding estimates of other social phenomena. Proponents of costing contend that the understanding of economic impacts and the comparison of different social issues in the same units are important to policymakers, activists, social workers, and the public by assisting in the proper allocation of resources, and in evaluating the effectiveness of programs" (Zhang, Hoddenbagh, McDonald and Scrim, 2013, p. xi).

The calculator below (Figure 1: CALCULATOR minus numbers) is based on a cost calculator that was developed by Texas Health. It utilized information from the U.S. Centers for Disease Control and Prevention, the National Academy of Sciences, and researchers Murray Straus and Richard Gelles. The Texas Health calculator is U.S. centric and contains outputs that aren't as relevant to Canadian companies, such as health costs.

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA

INPUT TOTAL WORKFORCE (in yellow)
INPUT % FEMALE (in yellow)

INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

VICTIMIZATION

0	**Total expected number of females who are victims of violence per year**
0	Total workforce
0%	Percentage female
0	Total estimate female employees
0	Number of female employees divided by 1000
0	Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)
0	Estimated number of female employees who were victims of Violent Crime
0	Estimated number of female employees who victims of a sexual offence or assault
0	Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home

PRODUCTIVITY

	Estimated productivity lost in your company/year due to DV
7.2	Average number of lost work days per year per victimization
0	Number of work days lost per year to your company

$0	**TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women**

FIGURE 1: CALCULATOR minus numbers

The calculator that has been developed for this paper faces many challenges. The availability of data and differing data source measurements were found to be the largest challenge. Gathering comparable data sets were difficult. In order to adequately compare data, they must be similar in scope – for example, ensuring that the age range for the different data sets is the same. With the General Social Survey, the age range 15 and older. There are other information sources where the information is for all females, regardless of age. Also, the attempt was to gather Canadian data exclusively; but this proved to be quite demanding, as well. There is much to be improved in this calculator, and it is put forward as an attempt to capture an estimate, with the acknowledgement that further refining is needed.

Further, under-reporting is a challenge in gathering reliable data, as "Victimization data suggest that violence against women often goes unreported to police. According to the 2009 General Social Survey (GSS) on Victimization, less than one-third (30%) of

female victims indicated that the incident of spousal victimization was reported to

police" (Sinha, 2013, p. 94). Further, "Nine in ten sexual assaults against women (90%)

by a non-spousal accused were never reported to police" (Sinha, 2013, p. 96). There is

also a dearth of information as it relates to perpetrators. It would be beneficial if future

work could be dedicated to creating a perpetrator calculator in addition to further

research specific to abusers.

The calculator puts a dollar figure of the cost of violence against women for

workplaces. One of the limitations of the calculator is that it makes the assumption that

all female employees are working full time within, and that there is pay equity within the

company; but statistics show that women typically make up the majority of part-time

employees in Canada, and women tend to make approximately 80% of men's salary. The

desire is to see this as a cost that perpetrators impose on companies above and beyond

the toll they have already taken on their victims. It is important to frame this in a way

that is not victim blaming but rather locates the source of the problem squarely with the

perpetrators. Abusers pose a financial cost to companies not only when they are

targeting victims during their own work hours but also during their victim's work hours.

The goal is to show the financial benefits for companies to take action against this abuse.

Stopping abuse benefits the perpetrator's workplace as well as their victim's workplace.

The victim numbers are based on information from the Juristat Article, *Measuring*

violence against women: Statistical trends, a product from Statistics Canada. This article

gathered data police-reported surveys as well as self-reported data. The self-reported data

comes from General Social Survey (GSS) on victimization, which is also a product of

Statistics Canada. It is the sole national survey of self-reported victimization, and is a

tool that complements official crime rates in the provinces and territories. It is beneficial as not all crimes are reported to police. The GSS on victimization takes place every five years. The women in the survey are all 15 years and older, and excludes women who are living in institutions such as long-term care facilities or jail. These data sets are especially relevant for the purposes for this paper, which specifically looks at women in the workforce. It also excludes women who cannot speak English or French, and households that don't have a landline telephone or have only cell phones. The survey interviews Canadians about their experiences with victimization over the previous year. The prevalence rates are shown as a rate of incidents per 1,000 people.

   To compute the annual cost incurred to a company by perpetrators of violence against women, the following methodology was used. First, the user inputs the number of employees for the company (or division, office, or other) in the excel spreadsheet under Tab 3B. For the example in Figure 2: CALCULATOR with tabs, the total workforce is 1000 employees. Next, the user inputs the percentage of female employees under Tab 4B (listed as 54% in Figure 2). Finally, the user inputs the estimated average hourly wage for the company in Tab 5B (listed as $20.00 in Figure 2).

	A	B	C	D	E	F	G	H
1		**ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR**
2-5	COMPANY DATA	1,000 54% $20.00	INPUT TOTAL WORKFORCE (in yellow) INPUT % FEMALE (in yellow) INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA
- 1,000   INPUT TOTAL WORKFORCE (in yellow)
- 54%   INPUT % FEMALE (in yellow)
- $20.00 INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

64   Total expected number of females who are victims of violence per year

VICTIMIZATION
- 1,000   Total workforce
- 54%   Percentage female
- 540   Total estimate female employees
- 0.54   Number of female employees divided by 1000
- 2.9268   Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)
- 60.48   Estimated number of female employees who were victims of Violent Crime
- 0.5346   Estimated number of female employees who victims of a sexual offence or assault
- 0.2862   Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home

Estimated productivity lost in your company/year due to DV

PRODUCTIVITY
- 7.2   Average number of lost work days per year per victimization
- 462.43872 Number of work days lost per year to your company

$69,366   TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women

FIGURE 2: CALCULATOR with tabs

From there, the calculator computes the total expected number of females who are victims of violence per year[1] in the company as well as the estimated productivity loss due to domestic violence.

The total expected number of females who were victims of violence per year is based on the following[2]:

- TAB 11B: Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police) is based on information

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[1] NOTE: Tab B6 is shown in a rounded number, while Tab B17 is shown as a computation the entire amount of Tabs B11 thru B14 multiplied by B16. As such, Tab B17 will normally show as a different number than strictly multiplying the number shown on B6 x B16, as Tab B17 factors in the decimals.

[2] All numbers are divided by 1000 to be compatible with GSS information

from *Measuring violence against women: Statistical trends*: "In 2011, 8 in 10 victims of police-reported IPV were women. Overall, there were about 78,000 female victims of intimate partner violence, representing a rate of 542 victims per 100,000 women aged 15 years and older" (p. 20). To compute the number, =B10*5.42 (Total number of female employees divided by 1000 x 5.42).

- TAB 12B: Estimated number of female employees who were victims of Violent Crime is based on information from *Measuring violence against women: Statistical trends*: "In 2009, there were nearly 1.6 million self-reported violent incidents committed against women in the previous 12 months, a rate of 112 incidents per 1000 women aged 15 years and over" (p. 17). To compute the number, =B10*112 (Total number of females divided by 1000 x 112).

- TAB 13B: Estimated number of female employees who victims of a sexual offence or assault is based on a data table from *Measuring violence against women: Statistical trends*: Victims of police-reported violence, by sex of victim and type of offence, Canada, 2011. To compute the number, =B10*0.99 (Total number of females divided by 1000 x .99, which is the total rate of female victims of all forms of sexual offences[3]).

---

[3] Aggravated sexual assault (level 3) = 1; Sexual assault with a weapon (level 2) = 2; Sexual assault (level 1) = 90; Other sexual offences = 7

- TAB14B: Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home is based is based on a data table from *Measuring violence against women: Statistical trends*: Victims of police-reported violence, by sex of victim and type of offence, Canada, 2011. To compute the number, =B10*0.53 (Total number of females divided by 1000 x .53, which is the female victims rate for Indecent/harassing phone calls).

- TAB16B: Average number of lost workdays per year per victimization is based on an American study by Corso (2005), which found that women who were victims of IPV lost an average of 7.2 days of work productivity. The assumption is that the Canadian experience would be similar.

- TAB17B: Number of workdays lost per year to your company =B6*B16 (Total expected number of females who are victims of violence per year x Average number of lost work days per year per victimization).

- TAB18B: TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women =B17*(B5*7.5) (Number of work days lost per year to your company multiplied by estimated average hourly wage x 7.5[4]).

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[4] Assumption that the work day is 7.5 hours

CHAPTER 4: FINDINGS

To discuss the findings, it is beneficial to provide a number of scenarios through the use of the calculator. The first example is a company that employs 1000 people, with just over half being female.

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA

1,000	INPUT TOTAL WORKFORCE (in yellow)
54%	INPUT % FEMALE (in yellow)
$20.00	INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

VICTIMIZATION

64	**Total expected number of females who are victims of violence per year**
1,000	Total workforce
54%	Percentage female
540	Total estimate female employees
0.54	Number of female employees divided by 1000
2.9268	Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)
60.48	Estimated number of female employees who were victims of Violent Crime
0.5346	Estimated number of female employees who victims of a sexual offence or assault
0.2862	Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home

PRODUCTIVITY

	Estimated productivity lost in your company/year due to DV
7.2	Average number of lost work days per year per victimization
462.43872	Number of work days lost per year to your company

$69,366	**TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women**

FIGURE 3: Company with 1000 employees

For a company of this size (shown in Figure 3: Company with 1000 employees) the cost accrued by perpetrators of abuse is quite substantial. The total annual cost is almost $70,000. The company has lost 462 workdays in total due to abuse. These numbers speak to the fact that violence against women and IPV is an issue that companies have a financial vested interest in.

Figure 4: Restaurant shows a scenario of a smaller eatery. The percentage of female workers is much higher, as there are typically more females working in these types of establishments.

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA		
	50	INPUT TOTAL WORKFORCE (in yellow)
	77%	INPUT % FEMALE (in yellow)
	$10.00	INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

	5	Total expected number of females who are victims of violence per year
VICTIMIZATION	50	Total workforce
	77%	Percentage female
	39	Total estimate female employees
	0.0385	Number of female employees divided by 1000
	0.20867	Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)
	4.312	Estimated number of female employees who were victims of Violent Crime
	0.038115	Estimated number of female employees who victims of a sexual offence or assault
	0.020405	Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home

		Estimated productivity lost in your company/year due to DV
PRODUCTIVITY	7.2	Average number of lost work days per year per victimization
	32.970168	Number of work days lost per year to your company

$2,473	TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women

FIGURE 4: Restaurant

According to the Statistics Canada's data table for Occupation - National Occupational Classification (NOC) 2011 (691), females comprise 183,630 out of 238,050 workers in 'occupations in food and beverage service'. This scenario shows that even for a small business, the impact to the company's bottom line is in the thousands of dollars each year. The hourly wage is based on Prince Edward Island's minimum wage as of February 2014. It is important to note that this calculation would not include tips, as this would not be an employer expense.

For Figure 5, we look to an accounting firm. According to the Statistics Canada's data table for Occupation - National Occupational Classification (NOC) 2011 (691), females comprise 177,010 out of 350,270 workers in 'Auditors, accountants and investment professionals', which is approximately 50%. According to Glassdoor (2013), $51,250 is the median for the national salary for accountants in Canada.

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA	200	INPUT TOTAL WORKFORCE (in yellow)
	50%	INPUT % FEMALE (in yellow)
	$26.28	INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)

	12	**Total expected number of females who are victims of violence per year**
VICTIMIZATION	200	Total workforce
	50%	Percentage female
	100	Total estimate female employees
	0.1	Number of female employees divided by 1000
	0.542	Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)
	11.2	Estimated number of female employees who were victims of Violent Crime
	0.099	Estimated number of female employees who victims of a sexual offence or assault
	0.053	Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home

		Estimated productivity lost in your company/year due to DV
PRODUCTIVITY	7.2	Average number of lost work days per year per victimization
	85.6368	Number of work days lost per year to your company

$16,879		TOTAL ANNUAL COSTS incurred to your company (or division, office, other) by perpetrators of violence against women

FIGURE 5: Accounting Firm

As you can see by Figure 5, for an accounting firm with 200 employees, the cost of violence against women is quite large. The cost over a decade would be almost $170,000.

For the next calculation (Figure 6: University), we look to a smaller university to see what the costs could be.

ANNUAL COST OF VIOLENCE AGAINST WOMEN CALCULATOR

COMPANY DATA		
415	INPUT TOTAL WORKFORCE (in yellow)	
43%	INPUT % FEMALE (in yellow)	
$51.21	INPUT Estimated AVERAGE HOURLY WAGE FOR YOUR COMPANY (in yellow)	

VICTIMIZATION		
21	**Total expected number of females who are victims of violence per year**	
415	Total workforce	
43%	Percentage female	
178	Total estimate female employees	
0.178035	Number of female employees divided by 1000	
0.9649497	Estimated number of female employees who were victims of Intimate Partner Violence (and reported to police)	
19.93992	Estimated number of female employees who were victims of Violent Crime	
0.17625465	Estimated number of female employees who victims of a sexual offence or assault	
0.09435855	Estimated number of female employees were victims of receiving indecent/harassing phone calls at work and home	

PRODUCTIVITY		
	Estimated productivity lost in your company/year due to DV	
7.2	Average number of lost work days per year per victimization	
152.4634769	Number of work days lost per year to your company	

$58,557	**TOTAL ANNUAL COSTS** incurred to your company (or division, office, other) by perpetrators of violence against women

FIGURE 6: University

According to *Women in PEI: A Statistical Review,* 43% of faculty members at the University of Prince Edward Island (UPEI), including sessionals, were women in 2009/10 (Lund, 2010). The accuracy of the calculator can be improved with more fine-grained data here. So for example, HR could easily calculate with precision the number of women and their salaries and create a more accurate number across faculty and staff. According to MacLean's Magazine, the median salary for UPEI professors was $99,867 in 2010/11. This includes deans, full professors, associates, assistant and unranked professors. It does not include dental or medical professors (Dehaas, 2012). Using these numbers, the cost estimate to a small university – and only using faculty numbers – would be almost $60,000 and over 150 days lost over the calendar year. If using

numbers of the entire workforce (servers in the cafeteria, janitorial staff, etc) of the

university, the number would be much higher.

CHAPTER 5: DISCUSSION AND CONCLUSION

The research shows that violence against women is pervasive in our society and the calculator helps to illustrate the estimated direct financial cost that IPV has to employers. Violence against women can happen to anyone – rich, poor, educated or low skilled. No demographic is safe. Further, as women comprise almost half of the workforce, it would be naïve of corporations to assume that IPV is not happening to their employees. The research provides a focused lens on how domestic violence affects the victim's employment situation. Swanberg & Logan (2005) specifically looked at the perpetrator's job interference tactics and how this impacted the victim's job performance. They also studied IPV disclosure at work, and whether there were supports available to the victim following disclosure. Their research shows that perpetrators interfered with the victim's employment before, during, and after work. As a result of the abuser's interference, there were increased absenteeism, lateness, quitting and firings, and decreased long-term retention. Research by Lindquist et al. (2010) supports this. Abusers cost companies indirectly through their victim's "decreased absenteeism, decreased productivity, errors, turnover, and time spent away from work to deal with IPV issues (Lindquist et al., 2010, p. 48).

A review by Swanberg et al. (2005) contains estimates that 36% to 75% of abusers bother their partners while they are at work. "Given that many IPV victims are employed and spend a great deal of time at work, the workplace is an important area for intervention and protection" (Corso, Mercy, Simon, Finkelstein, & Miller, 2007, p. 283). The question might arise as to why perpetrators would victimize their partners at the workplace? What is the co-relation? One obvious reason is that this is where the abuser

knows where his partner (or ex-partner) is going to be (Perrin, Yragui, Hanson, & Glass, 2011).

Through interviews conducted through Swanberg, & Logan (2005), showing up at work was the most common way that perpetrators interfered (72%), followed by stalking (56%), making harassing telephone calls to victims while at work, as well as making harassing telephone calls to the victim's supervisor (10%), as well as other tactics such as "asking victims to leave their job immediately, verbally threatening to hurt respondents, verbally harassing respondents' coworkers or supervisor, physically harassing and verbally threatening supervisors, and in one case severely beating the respondent while on workplace premises" (Swanberg & Logan, 2005, p. 8). According to police-reported crime statistics, there were 3,155 reports (2,399 female/756 male victims) of indecent/harassing phone calls in 2011 in Canada (Sinha, 2013). While there is no way of knowing where the abuser was when s/he made the phone calls or where the victim was when s/he received the phone calls, it is logical to assume that a percentage of the calls were both made and received during work hours. A study referenced by La Van, Lopex, Katz, & Martin (2012) found that 24% of co-workers were bothered by perpetrators while they were at work. Research conducted by Swanberg & Logan (2005) shows that there are a number of tactics that abusers utilize to interfere with a partner's employment. These interferences take place before work (such as cutting up an employee's work clothes so she can't go to work), during work (such as making harassing telephone calls) and after work (such as beating her because she talked to another man during her shift).

Research shows that domestic violence is a workplace concern with multiple tiers. Corporate litigious concerns would be one example of something that employers do not always directly link with IPV. La Van, Lopex, Katz, & Martin (2012) put forward that employers don't see domestic violence as a workplace issue even though firms can be held accountable for their employees who are perpetrators of abuse. There is also the impact on business if the perpetrator goes to jail or is let go because of safety measures at work (i.e., the perpetrator exhibits violent behavior while at work and is seen to be a danger to others).

It is unwise for companies to assume that abusers are not part of their workforce. Aside from the cost accrued to companies as a result of the violence they impose on their victims, perpetrators directly cost companies in other ways, such as court appearances, relocation (in the case where an abuser is court-mandated to vacate the family home). Further, an abuser's own anxiety and emotional exhaustion can impact his work performance (Joy Mighty, 1997). According to the Employers Against Domestic Violence website, "Batterers also may be less productive or miss work because of violence, incarceration, or legal proceedings resulting from the violence. Results of a survey on the impact of domestic violence offenders on workplace safety and health revealed that perpetrators negatively affect workplace safety, productivity and are responsible for lost time".

Abusers have a direct impact on the workplace:

- "78% use workplace resources at least once to express remorse or anger to, check up on, or threaten the victim.

- 74% has easy access to their intimate partner's workplace, with 21%
  reporting that they contacted her at the workplace in violation of a no-
  contact order.

- 48% reported difficulty concentrating at work, with 19% reporting a
  workplace accident or near miss

- 42% of offenders were late for work" (Employers Against Domestic
  Violence website, n.d.).

In the article *The Need for a Uniform Federal Response to the Workplace Impact of Interpersonal Violence,* Jacobs (2010) references research from The Maine Department of Labor & Family Crisis Services that indicates that "78% of abusers reported that they had used their company's resources in connection with their abusive relationship. Additionally, 48% of abusers reported having difficulty concentrating at work and 42% reported being late for work" (Jacobs, 2010, p. 598). Further, "Abusers often use their employer's property, including company cars, phones, computers, and sometimes fellow employees, to keep track of their victim's whereabouts" (Jacobs, 2010, p. 598). Jacobs (2010) put forward that it is important to look at the impact an abuser has on the workplace, not just the victim.

In regards to post traumatic stress disorder (PTSD), the impacts of violence can be felt by both the victim and the abuser. "The lifetime prevalence of PTSD among interpersonal violence victims is 45 percent. Men are also more likely to report symptoms of PTSD with exposure to IPV both as a victim and as a perpetrator" (La Van, Lopex, Katz, & Martin, 2012, p. 54-55). The total economic impact of spousal violence

in 2009 through mental health-related work loss is estimated at $119,613,045 (Zhang, Hoddenbagh, McDonald, & Scrim, 2013, p. 47).

Jacobs (2010) indicates that as more women enter the workforce, the impact of IPV on businesses also increases. "Thus, it is reasonable to extrapolate that in a workforce that is 50% female with more than one in four of those women reporting at least one episode of IPV – and with nearly 16% of men reporting the same – that such violence would have repercussions and costs for the employers, whether they have survivors, abusers, or both on their payroll" (Jacobs, 2010, p. 597). It is important to note that perpetrators have always been costing money to businesses. As it is unlikely that more perpetrators are leaving business as women enter, it is vital to underscore that more women entering the workforce isn't the cost to businesses; it's the perpetrator abuse.

Katula (2012) writes about the work-related and emotional impact that IPV has on co-workers. This can include needing to fill-in when a co-worker is absent (or being unproductive), plus co-workers sometimes screen the victim's calls or are abused by the perpetrator when he enters the workplace. This can lead to resentment against the co-worker. Resentment is unfortunate, as "The workplace may be the only place a victim receives long-term support" (Katula, 2012, p. 220). Another key point to consider is what is it like to work with an abuser? What effect does that dynamic have on the workplace? How do co-workers deal with an abuser who is unproductively stalking his spouse or partner? These are key questions for which there is a dearth of research.

Informal and formal workplace support systems can enhance employee retention. Further, a workplace can sometimes be a safe haven for victims (Zink and Sill, 2004). "Informal support is found through a supervisor's compassion, managers' and

coworkers' support by screening phone calls, and partnering the IPV victim with another employee. Positive and dynamically healthy work environments also are a form of informal support" (Katula, 2012, p. 220). "Formal support comes in the form of an employee assistance program, allowances for vacation or sick leave, flexible work arrangements, and job relocation. Providing educational information such as the dynamics of abuse, safety planning (escorting the abuser off company property), and rights of an abused employee help the victim gain an awareness of the issue" (Katula, 2102, p. 220). Jacobs refers to "changing an employee's work shift, registering a protective order, alerting security, or transferring an employee" (Jacobs, 2010, p. 603) as beneficial ways that organizations can help IPV survivors.

Employers may be slow to respond because of the complexity of the issue (Swanberg, Logan, & Macke, 2005; Katula, 2012). "The victim (and their coworkers) may be directly affected if the abuser visits the organization threatening violence; furthermore, the organization may indirectly incur lost productivity, absenteeism, and turnover—all of which are costly to the employer" (Katula, 2012, p. 218). It is in the employer's best interest to do something, however. Employers can face legal challenges if they don't take action (Burke, 2000; Katula, 2012). HR costs are quite expensive for companies, comprising 30%-80% of the general and administrative costs (Joy Mighty, 1997). "When we consider that the majority of abused victims are women and that women constitute almost 50% of the workforce, we realize what a substantial investment is involved" (Joy Mighty, 1997, p. 254).

Joy Mighty (1997) puts forward that victims of family abuse could be more vulnerable to workplace abuse and harassment, and this could become an organizational

issue, as Canadian employers are responsible to both protect employees from harassment and to take action when harassment occurs. "Because many women work, employers now have an obligation to provide a safe environment not just in the traditional sense. Employers must now consider how to create a safe place supporting victims of IPV" (Katula, 2012, p. 217).

Unfortunately, there is the belief that people need to leave the violence behind them when they enter the workplace (Joy Mighty, 1997). Employers typically don't interfere unless the violence physically enters the workplace, such as when an abuser shows up at work and attacks the victim (Joy Mighty, 1997). In such a circumstance, the employer can ensure that the abuser is not physically able to enter the workplace property (Joy Mighty, 1997) but that does not truly protect the employee, as she does not spend all of her hours in that physical space. She needs to leave the building at some point, and when that occurs, she may be more vulnerable if the abuser is upset that the employer has taken action against him. Also, physically keeping an abuser away from the workplace keeps the employee safe while she is at work; but it does not circumvent the abuser from taking up her emotional and psychological space. She may worry about her situation and this could keep her from concentrating on her work. Perpetrator abuse (and the fear of potential abuse) follows victims to the workplace. Further, La Van, Lopex, Katz, & Martin (2012) put forward that workplaces are "ideal locations" for perpetrators because they know where their victim is going to be. Stalking has a huge impact on workplaces, especially when companies feel the need to replace an employee because of the stalker's dangerous behavior. According to an American 2009 Bureau of Justice Statistics Special Report, about one in eight employees who have experienced stalking were either fired or

were asked to leave their job as a result of the stalking. This works out to be about

130,000 workers over a one-year period in 2006 (Baum, Catalano, Rand, & Rose, 2009;

Jacobs, 2010). Stalking has infiltrated the cyber age, as well, in that "Approximately 1 in

4 stalking victims reported some form of cyberstalking such as e-mail (83%) or instant

messaging (35%)" (Baum, Catalano, Rand & Rose, 2009, p. 1). This report also indicates

that 42% of the offenders were employed during the time stalking occurred (Baum,

Catalano, Rand & Rose, 2009). While the report does not elaborate on this statistic, it

could be extrapolated that some of the stalking could have happened during work hours,

which would obviously have an impact on the job performance of the offender.

The research conducted indicates that companies will face financial implications for

inaction. Corporations need to be more proactive to ensure that violence against women

initiatives are implemented as part of policy and as awareness raising actions. Violence

against women costs companies money and it limits corporate productivity. Abusers cost

companies millions of dollars each year. There is an obvious need for programming that

engages males in this initiative. Programming needs to be infused as part of workplace

training. It cannot simply be comprised of referrals to outside community agencies that

work on this issue.

Employment Assistance Programs (EAPs) can be helpful for employees who are

victims, as well as employees who are abusers. EAPs are an essential mechanism for

both IPV victims and perpetrators. According to the Employers Against Domestic

Violence (n.d.), 71% of EAP providers surveyed have dealt with clients who were

stalked at work, and 83% of EAP providers have helped out with a restraining order.

There are protocols and tools that have shown to be more beneficial than others. EAP

counselors should review their screening tools with a family violence lens to ensure that they meet this need. Further, more research into EAPs needs to take place, as "While numerous authors have suggested the importance of addressing domestic violence in EAPs, evaluative research on this issue is lacking" (Falk, Shepard & Elliot, 2002, p. 2). Further, Pollack et al. (2010) put forward that because more women utilize EAP services (a ratio of 3:1) and because more women are victims of domestic violence, EAP should ensure that it specifically meets the needs of women who are impacted by domestic violence.

While this paper primarily focuses on violence against adult women, the author recognizes that violence against girls is a pervasive problem in our society that has life-long emotional and physical impacts. According to Statistics Canada, approximately 8200 Canadian girls under twelve were victims of violent crime in 2011, and a member of the girls' family committed over half of these violent crimes. Sexual crimes were the most common crimes committed against girls under twelve (Sinha, 2013). Further, "According to police-reported data, there were nearly 27,000 female youth between the ages of 12 and 17 years who were violently victimized in 2011. The rate of 2,273 female youth victims per 100,000 population was nearly six times higher than the rate for younger aged girls (under the age of 12), and almost twice as high as the rate for adult women (aged 18 and older)" (Sinha, 2013, p. 16). To break it down gender lines, "More specifically, female youth were eight times as likely as male youth to be a victim of sexual assault or another type of sexual offence (649 victims per 100,000 versus 81 per 100,000)" (Sinha, 2013, p. 16). It is seemingly obvious that these offenses can ultimately become a corporate issue if the emotional toll of childhood abuse impacts the work

performance of an adult female employee. Even *exposure* to family violence as a child

has life-long impacts (Sinha 2013, La Van, Lopex, Katz, & Martin, 2012). The impacts

of this exposure have been estimated to cost Canadians $235.2 million, and female

children exposed to spousal violence will suffer a future estimated loss of income of

$148,447,357 (Zhang, Hoddenbagh, McDonald, & Scrim, 2013). While this number does

not show a present-day implication for business, it is important to include because

historic abuse might elevate the impact of adult victimization and re-traumatization

above and beyond the current day events.

Government Response

Overall, there have been a number of government responses to violence against

women. These responses are from a number of governmental levels – ranging from

international agreements/bodies to national, provincial or municipal governments.

Legislative changes are one notable response to violence against women. "Increasing

awareness of family violence as a serious social problem has led to changes in the

criminal justice system and police policies" (Joy Mighty, 1997, p. 250). In 1993, the

Criminal Code of Canada was amended to include a section that deals with criminal

harassment, which is the legal term for stalking. The creation and growth of domestic

violence courts in many jurisdictions across Canada would be another way through

which provincial/territorial governments are responding. Government funding for

transition shelters for abused women or treatment programs for abusers is a prime

example of a response to family violence; but this is a response to the violence itself, and

does not necessarily make the connection between the violence and its impact on the workforce/workplace.

"While it is common to view harassment and discrimination as workplace problems, many believe that domestic violence is a private affair that is confined to the home" (Rosenberg, 2010, p. 2). Despite changes in the criminal justice system and police policies, "recognition of family violence as an organizational issue has been limited. One possible explanation for such relative inattention to this issue in organizations is the stigma traditionally attached to victims of family violence and the belief by many that since it occurs in the home it is a private family matter that has no relevance to the workplace" (Joy Mighty, 1997, p. 250). However, using information from the Family Violence Prevention Fund (2005), Katula (2012) states that:

> A variety of laws support victims' ability to remain employed; these consist of antidiscrimination, occupational safety and health, family and medical leave, and victim-assistance laws to (a) prevent employees from losing their jobs due to IPV and (b) safeguard employees from violence in the workplace. These laws require employers to be judicious, prompt, and reasonable in providing a safe work environment (Katula, 2012, p. 219).

Unfortunately, "Gender discrimination and sexual harassment are still prevalent in the American workplace even though laws against such behaviors have been in place for decades" (Rosenberg, 2010, p. 1). Jacobs (2010) notes that there are only three states in the U.S. that have anti-discrimination protection laws, and only two other states prohibit the termination of an employee because of protective orders. There are several states that provide job protection for employees who take off work to deal with their domestic

abuse. Jacobs indicates that federal legislation is the most effective way to truly protect

employees who are IPV survivors. Jacobs calls for a federal response, as a state response

would be differing across the United States depending on where you live, and "the

workplace, which has been slow to accommodate the different needs of women, has not

developed a consistent approach to responding to the needs of IPV survivors" (Jacobs,

2010. p. 595).

   In 2005, the Maine Department of Labour & Family Crisis Services conducted a joint

research project to look at how perpetrators impact employment. The purpose of the

study was quite fulsome. The research project aimed to:

- Identify ways in which perpetrators of domestic abuse

  impact victim survivors at their employment,

- Determine the frequency and methods abusers used to

  contact the victim/survivor at the workplace,

- Identify and quantify performance and productivity

  issues, lost work time, absenteeism, workplace delays

  and workplace accidents as a result of these events,

- Measure employer responses, including frequency of

  policies as a prevention tool, and

- Examine survivors' views on how employers can create

  safer workplaces (Ridley et al., 2001, p. 4).

   While the data of this research study indicated that an employer had (limited) ability

to impact the perpetrator's contact with the victim at work, unfortunately over half of the

victims surveyed (60%) were not aware of policies or protections that were offered under State law. As a result, the victims suggested that there should be training policies implemented to ensure that people were aware of appropriate responses to domestic violence and its impact on the workplace (Ridley et al., 2001).

There are states that have created workplace policies that will help victims of domestic violence. Within these policies, there are three categories "policies that offer work leave, policies that attempt to reduce employment discrimination for victims of domestic violence, and policies that promote awareness and safety in the workplace" (La Van, Lopex, Katz, & Martin, 2012, p. 51). La Van, Lopex, Katz, & Martin (2012) cite Occupational Health and Safety acts and Antidiscrimination laws (New York City and the state of Illinois have laws that disallow discrimination for victims of domestic violence), as specific reasons why employers need to be more engaged on this issue.

Community Response and it's Relationship to Business

Community plays a huge role in helping women escape abuse. It might come as no surprise that less than a third of women who experience spousal violence involve the police (Sinha, 2013). "Women also turned to other sources of support beyond police. According to the Transition Home Survey (THS), there were 4,645 women residing in shelters across Canada on the snapshot day (April 15th, 2010), most of whom were escaping abuse (71%)." (Sinha, 2013, p. 10).

When speaking to a community response to violence against women, transition shelters are probably what come first to mind. "In 2009/2010, there were 64,500 women admitted to shelters across Canada or a rate of 452 admissions per 100,000 women"

(Sinha, 2013, p. 105). Rape and sexual assault centres play a vital role in a community response, as well.

Chronister, Harley, Aranda, Barr, & Luginbuhl (2012) put forward that there needs to be more attention paid to IPV survivors' employment and career development, as it can help women to leave abusive relationships. There is a need for multiple responses to violence against women, and community plays a key role in helping women move beyond abuse. Ensuring that attention is paid to the employment and career development of abuse survivors can help facilitate women leaving the abuse, and can enhance their potential for healing. "There remains a dearth of literature, however, that describes exactly how scholars may work collaboratively with community agency partners to implement career counseling services that meet the vocational needs of women IPV survivors" (Chronister, Harley, Aranda, Barr, & Luginbuhl, 2012, p. 516).

The majority of community response efforts relates to the immediate needs for women – such as shelter and counseling services. Swanberg & Logan (2005) research findings suggest that agencies that offer services to IPV victims could incorporate employment programs to help women minimize job interference and/or loss. "Services might consider workplace-specific issues such as when and how to inform your employer about domestic violence and how to create a safety plan at work" (Swanberg & Logan, 2005, p. 15). Unfortunately, most community organizations that deal with domestic violence simply don't have the resources to go directly to worksites (Katula, 2012). Further, "Managers/leadership personnel [would] need training to identify and appropriately intervene with abused employees. Organizations can work collaboratively with their local domestic violence shelters for training (Katula, 2102, p. 219).

Companies need to play an active role towards eliminating violence against women. It is not community's responsibility to assist corporations. Corporations do benefit from community's services, however, and along with enhancing internal protocols and other mechanisms; corporations should donate funds to local transition shelters or rape crisis centres. Outside of EAP programs, many of the services that employees who are victims of IPV will access will come from community, and will ultimately benefit corporations. Therefore, this author puts forward that increased corporate philanthropy to community violence prevention services would – in the end – ultimately further corporate interest.

Business Response

Justifiably, workplaces are impacted by the death of employees, especially when it is sudden. The loss of corporate memory or employee moral can have a huge impact on a company. An ugly reality is that in extreme circumstances, violence against women can ultimately result in death. There are times when a woman is most vulnerable for homicide. According to data from the Homicide Survey, "once differences in the size of the married population are considered, the risk of spousal homicide was highest among legally separated women" (Singha, 2013, p. 57). Another ugly reality is that there have been a number of cases in which the woman was murdered at her workplace, and there have been cases in which fellow employees were also killed or injured. "The spillover of domestic violence into the workplace is an important social issue for organizations. Aside from the implications that domestic violence has on an organization's profitability, there are several legal and public-policy concerns that may need to be heeded as well" (La Van, Lopex, Katz, & Martin, 2012, p. 52). La Van, Lopex, Katz, & Martin (2012) put forward a number of managerial responses, both for victims and perpetrators.

Employment Assistance Programs are identified as beneficial for both victims and perpetrators. Other responses for victims would include providing leave, enhanced security, job reassignments, flex schedule/arrangements, and enhanced benefits. Responses for perpetrators would include ensuring that the perpetrator is treated fairly and seeking counsel from corporate attorneys to ensure that legal compliance is followed. "Managers should also be educated and trained so that policies and guidelines for safety planning can be adequately developed and applied" (La Van, Lopex, Katz, & Martin, 2012, p. 59). There are other considerations, as well. "As with victims, other people harmed during incidents of spousal violence may be unable to work or attend school, resulting in productivity losses" (Zhang, Hoddenbagh, McDonald & Scrim, 2013, p. 63). Zhang, Hoddenbagh, McDonald & Scrim (2013) estimate that productivity losses to other persons harmed because of spousal violence against females is $7,633,943 for Canadians.

The impending question is *why is this issue ignored by business*? According to the United States Department of Labor, even through almost five percent of American private industry business establishments that were surveyed experienced an incident of workplace violence, and even though a third of them reported that this incident negatively impacted their workforce, most of the workplaces didn't change their violence prevention procedures after the violence occurred. Further, more than 70% of workplaces in the United States don't have a formal program or policy for workplace violence. "Twenty percent of establishments in private industry provided training on preventing workplace violence while 32 percent of local government workplaces and 58 percent of State government workplaces provided this training. Only 4 percent of all establishments

trained on domestic violence and its impact on the workplace" (Bureau of Labor

Statistics, 2006, p. 3).

Only a fifth of private industry surveyed by the Bureau of Labour Statistics reported

tracking violence workplace costs. State governments fared a bit better, with a third of

whom tallying costs for workplace violence. At 36%, local governments fared best. For

all three cases, workers compensation costs were the mechanism by which most tracked

the costs (Bureau of Labor Statistics, 2006). According to a Globe and Mail article, "The

economic impact of violence against women has not gone completely unnoticed. In a

U.S. survey of senior corporate executives by Liz Claiborne Inc. in 2002, 91 per cent

agreed that domestic violence affects both the private and working lives of their

employees, but only 12 per cent of leaders said companies should play a major role in

addressing the issue - a number unchanged since 1994" (Eichler, 2013). This article also

points to other corporations, such as Avon Products, Inc. that are addressing this issue,

but " ... although more companies offer counseling and provide access to housing,

medical or legal assistance to victims of violence, the business world's response remains

more reactionary than preventative" (Eichler, 2013). The article also notes proactive

steps such as partnering with abuse shelters or sponsoring self-defense classes for

women.

Safe working environments are not only expected, they are a legal obligation. A

company can be held liable if it knows that a murdered employee was a victim of

domestic violence and even though the company knew about it, did nothing (Johnson &

Gardner, 1999). For example, Johnson & Gardner (1999) cite the example of the estate of

a murdered employee and her co-workers who sued a company for $5 million because

the company didn't do anything after the IPV victim told them that her ex-partner said he was going to kill her at work – which he ultimately did, as well as killing a number of her co-workers.

Recognizing that this is a serious and pervasive issue, one must also acknowledge that it is an incredibly complex one. "Although all forms of workplace violence are challenging for employers to eradicate, IPV-related violence involves some unique aspects that make it particularly difficult to manage" (O'Leary-Kelly, Lean, Reeves, & Randel, 2008. p. 58). So, what can corporations do? Corso, Mercy, Simon, Finkelstein, & Miller (2007) put forward that policies could be implemented that will allow female employees to divulge IPV (such as stalking) with management so that interventions can take place that will protect both the employers and employees from intimate partner homicide. While this is a seemingly simplistic response, there are challenges that mitigate success, such as the employee's fear of dismissal and lack of management training on IPV (Corso, Mercy, Simon, Finkelstein, & Miller, 2007). Few organizations provide training on domestic violence, with estimates as low as 4% (Jacobs, 2010).

There have been studies that indicate that supports such as increasing security measures or making changes to work schedules help employees remain productive (La Van, Lopex, Katz, & Martin, 2012). There are a number of formal workplace supports that could be utilized or implemented, such as Employee Assistance Programs, or using various Human Resource policies such as vacation/sick time or flexible work schedules. Informal supports are also beneficial, such as screening phone calls or escorting the abuser out of workplace (Swanberg & Logan, 2005). If possible, facilitating a job

transfer or allowing the victim to work at a different physical location would be beneficial, as well.

The respondents in a study conducted by Swanberg & Logan (2005) indicated that they felt shame about their abuse, and did not want to share their experiences or fears with supervisors or people who they work with. "This suggests that providing education to supervisors and managers about domestic violence and its workplace consequences might encourage more victims to seek support from someone at work" (Swanberg & Logan, 2005, p. 14). Further, as most respondents in this study reported that their abuser frequented their workplace during hours in which they were working, "Such a finding implies that workplaces might benefit from having a 'domestic violence spill-over safety plan' in place in the event that an abuser comes onto the workplace premises or harasses employees over the phone" (Swanberg & Logan, 2005, p. 15).

Family violence affects attendance, emotional stability, physical/emotional health, and can also have an impact on how the victims engage with her fellow workers or customers. Further, it might sabotage the victim's career path "… because of their debilitating emotional state, loss of self-esteem and deterioration in their work, victims of family violence may be unable to grasp opportunities for increased responsibility, promotions, and training and development" (Joy Mighty, 1997, p. 253). Creating policies against all forms of harassment would be a supportive action for companies (Joy Mighty, 1997). Katula (2012) sees policies and procedures as a beneficial mechanism for employees who are victims of IPV. Furthermore, organizations also need policies and

procedures for when the abuser is an employee, as well as for circumstances in which

both the victim and abuser are employees at the same company.

   According to the Centre for Prevention and Health Services (2002), companies bear

over half (52%) of the economic costs of IPV. "The increasing recognition of the impact

of IPV on the workplace has led many companies to address the issue through a variety

of workplace interventions, including policies, security measures, victim resources, and

educational activities" which include EAP (Lindquist et al., 2010, p. 47). Katula (2012)

also suggests that EAPs are a way that employers can assist employees who are impacted

by IPV. The Canadian Centre for Occupational Health and Safety defines EAP as "a

confidential, short-term, counseling service for employees with personal problems that

affect their work performance. EAPs grew out of industrial alcoholism programs of the

1940s. EAPs should be part of a larger company plan to promote wellness that involves

written policies, supervisor and employee training, and, where appropriate, an approved

drug testing program" (Canadian Counseling and Therapy Association, 2011, p. 4). EAPs

help employees – and their immediate families – deal with issues that are affecting their

work and address productivity issues. These problems do not need to be work-related

issues. Often, the role of the EAP is to provide referrals to outside agencies that can offer

more extended care (Canadian Counseling and Therapy Association, 2011). "Although

there is a substantial body of literature describing the impact of EAPs on outcomes,

health care utilization, and costs, few studies have described the utilization of EAPs for

IPV-related assistance" (Pollack et al., 2010, p. 182). Corso, Mercy, Simon, Finkelstein,

& Miller (2007) also identify EAPs as a possible mechanism to assist victims of IPV; but

put forward that as there hasn't been a lot of research conducted on the success of EAPs

for victims of IPV, there is no conclusive evidence of the benefits. Further, Lindquist et al. (2010) reported on their study of representatives of external EAPs that while IPV services are extensively available, there is a lack of awareness of IPV as a workplace issue by the companies, and this impairs the ability of EAPs to deliver services that are workplace-based. Lingquist et al. (2010) also acknowledges "Although EAPs clearly serve an important function in the workplace, empirical research on EAP service delivery remains limited, particularly in regard to efforts to address IPV" (p. 50). Joy Mighty (1997) refers to research by Anderson & Pearson (1988) that puts forward that "EAP experts say that it is difficult to get hard data on the extent of the problem, or its cost to organizations. However, they estimate that at least 25%-50% of workplace performance problems are a result of family violence" (Joy Mighty, 1997, p. 253). Further, high wage earners often do not seek assistance through EAP or other measures because they do not want to be stigmatized and want to be seen as competent, professional, and in control, and fear being seen as vulnerable, showing weakness, and unable to handle personal situations if they seek help for IPV" (Katula, 2012, p. 219). Falk, Shepard & Elliot (2002) evaluated an EAP screening and protocol that counselors used to screen employees who were affected by domestic violence, determined risk factors for these employees, and the purpose of making referrals. They found that more counselors identified more women experiencing domestic violence and were more likely to make referrals than those who didn't use the protocol. "Domestic violence has increasingly been recognized as a factor that can interfere with the job performance of women and has therefore been of increasing concern to employee assistance programs (EAPs)" (Falk, Shepard & Elliot, 2002, p. 2).

Increasing awareness of family violence in the workplace would be a supportive action for companies (Joy Mighty, 1997). Liz Claiborne Inc. conducted two surveys as part of an eleven-year domestic violence awareness campaign. According to the survey, business leaders in America "have grown more aware of domestic violence as an issue that affects their employees and have become less likely to dismiss the issue's bottom-line impact on business" (Businesswire, 2002). Further, the Liz Claiborne study indicates that over 90% of senior executives believe that domestic violence will affect their employees' working and private lives. Awareness only goes so far, however. Unfortunately, even though 9 out of 10 senior executives acknowledge the impact that domestic violence plays on their employees, only 12 % feel that corporations should play a major role in doing something about this issue, as it is seen to be a "social problem" as opposed to a "business problem". Most executives surveyed didn't see cost as a barrier; but they believed that the issue is better addressed by families, social service organizations, or the government (Businesswire, 2002).

This issue is not unique to North America. It is a global issue, and there are initiatives taking place all over the world to instigate positive change. During the 57th Session of the United Nations Commission on the Status of Women, a side event took place that looked at the impact of domestic violence in the workplace. Four speakers took part in this session, two of which were from Australia, one from Italy, and one speaker from Canada. The panel of speakers specifically focused on violence against women as a workplace issue.

Ms. Elizabeth Broderick, who is the Sex Discrimination Commissioner for the Australian Human Rights Commission, stated "There has been limited discussion in

Australia of domestic and family violence as a workplace issue. This is in spite of the

fact that almost two-thirds of women affected by such violence are in some form of paid

employment" (United Nations, International Labour Organization, n.d.). During this

session, Ms. Broderick also opined that the harmful effects of domestic violence would

be compounded if workplaces don't do anything about it. As it will cost the Australian

economy almost $16 billion by 2022 (United Nations, International Labour Organization,

n.d.), this is quite substantial. The second panelist from Australia was Ms. Ludo

McFerran, who works for Safe at Work Australia. The goal of her project was to

introduce domestic violence into legislation such as employment, discrimination and

occupational health legislation (United Nations, International Labour Organization, n.d.).

Currently, over a million Australian workers are protected by domestic violence clauses

and 70% of Australian workers have access to paid leave (United Nations, International

Labour Organization, n.d.).

The Canadian panelist, Julie White, who is the Director of the Women's Department

of the Canadian Auto Workers union (CAW), discussed the CAW Women's Advocate

program. This program trains workplace representatives who assist victims of intimate

partner violence (or harassment). This assistance is quite fulsome in that the support

takes place both in the victim's personal life as well as in the workplace (United Nations,

International Labour Organization, n.d.). The Canadian Auto Workers Women's

Advocate Program sees violence against women as a union issue, not just a women's

issue. According to their brochure created for this program, "The success of the

Women's Advocate program will be measured not only by the number of Advocates we

have negotiated in collective agreements but also by the hundreds of CAW women who

have been supported, believed, validated and empowered" (CAW Women's Advocate

Program, n.d., p. 3).

> Women who connected with their workplace Women's Advocate found they were
>
> not alone, that it was their right to be free from violence, and were provided with
>
> the support and community resources they needed to leave a violent relationship.
>
> Their jobs were protected when they needed time off work to find safety.Women
>
> who found support through their workplace Women's Advocate, often went on to
>
> live a life free from violence (CAW Women's Advocate Program, n.d., p. 3).

  The intense training that an advocate receives provides information, skills and tools to

help the advocate assist women with intimate violence or abuse. It is important to note

that the advocates are not trained to be counselors, but more so as someone who is able

to connect the woman to the supports that she needs. This program sees violence against

women as an intricate responsibility of the workplace. It puts forward that it will benefit

the employer in that "Early prevention strategies minimize the effects of violence for

women by providing avenues through which they can seek assistance. When the

Advocate assists women with support and resources she helps women stay at work"

(CAW Women's Advocate Program, n.d., p. 3).

    There are a number of interventions that need to be put in place to help create a safe

and secure workplace through the initiation of a domestic violence program: an internal

workplace audit/assessment to identify current resources/gaps and to prioritize next

steps; creating a position/policy on IPV; create employee awareness of the issue; and the

creation of a staff development program (Katula, 2012). Menendez, Wagner, Yates, &

Walcott (2012) did an analysis of a replicable workplace behavior change module called

Men and Women As Allies, that was both designed and implemented by management and labour representatives, as well as community members who worked for an anti-violence organization. This module linked domestic violence to both workplace violence and male bullying. "It challenged social stereotypes about gender, taught skills to engage ally peer behavior and provided information on how to seek assistance from union, workplace and external community resources" (Menendez, Wagner, Yates, & Walcott, 2012, p. 107). This program was seen to be unique in a couple ways, all of which surrounded the inclusion, interest, and responsibility of males on this issue. It also incorporated an intersectionality lens in that race, class, sexual orientation, and religion were considered. There were a number of positive results identified as a result of taking part in the workshop/training. Of the participants:

- 97% of males would be more willing to discuss men's role in stopping violence against women

- 99% said they would be more willing to take on a leadership effort in the effort to stop violence against women[5]

- 99% said they would be more willing to take on a leadership role in the effort to eliminate bullying behavior and workplace violence[6]

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[5] Somewhat true, true or very true

[6]Somewhat true, true or very true

- 67% said their response will change towards a fellow

  employee or union member who is experiencing domestic

  violence

- 70% would now do something to help (Menendez, Wagner,

  Yates, & Walcott, 2012).

Perrin, Yragui, Hanson & Glass (2011) conducted a study with women in low-income jobs who were victims of IPV (sexual or physical abuse), with a purpose of understanding the differences in supervisor support that female victims of IPV would like to have, and to see whether this support reflects the stage of the victim's "stage of change in the abusive relationship, IPV-related work interference, and IPV-related job reprimands or job loss" (Perrin, Yragui, Hanson & Glass, 2011, p. 2264). All of the women interviewed were victims IPV. Their findings reveal that there are three types of support desired: limited support, "confidential, time-off and emotional support" and expanded support. Interestingly, but not surprisingly, the IPV victims who wanted the most support were those who were at a stage in which they were attempting to break free from the violent relationship. The authors put forward that "Understanding the hierarchy of supervisor support wanted by women experiencing IPV can provide a strong foundation for developing appropriate and effective workplace IPV interventions (Perrin, Yragui, Hanson & Glass, 2011, p. 2278).

Todd Minerson, Executive Director of the White Ribbon Campaign, is quoted as saying "The reality is, in a country where 51 percent of women will experience an act of physical or sexual violence in their lifetime, it is likely happening to employees your company. It's not only wrong but hurts productivity" (Eichler, 2013). The White Ribbon

Campaign is a worldwide movement that works to engage men to eradicate violence against women and girls. This NGO is partnering with corporations such as Barrick Gold Corporation to create violence prevention programs for their mining sites all over the globe (Eichler, 2013).

Companies are beginning to recognize that employees are multi-dimensional, and in addition to bringing their skills to the workforce, they are also bringing their personal challenges (Johnson & Gardner, 1999). "Organizations must (a) clearly demonstrate a willingness to assist victims, (b) state that victims will not be penalized for seeking assistance, and (c) clearly identify avenues for assistance to those in need of help. Often, the workplace is the only place the victim is allowed outside the home alone" (Katula, 2012, p. 223).

Career counseling programs specifically for victims of IPV exist, but "To date, ACCESS is the only published career intervention for women IPV survivors that has been empirically evaluated" (Davidson, Nitzel, Duke, Baker, & Bovaird, 2012, p. 322). Such a program, however, is for victims who are searching for employment opportunities, not for employees who are in a violent relationship. Unfortunately, "Where workplace programs do exist, there is very little evaluative data" (La Van, Lopex, Katz, & Martin, 2012, p. 58).

Limitations and Future Research

Employers need to recognize that abusers are part of their workforce – and with this acknowledgement, it would be beneficial to further investigate the impacts that abusers pose for companies. The largest limitation to this paper is the lack of perpetrator

information. Research conducted frequently frames the discussion around the victim, but not the abuser. As such, there is much more information about abuse itself; but not as much as to the experiences and perspective of the abuser. More needs to be done to have an abuser focus for future research. Also, there is not a lot of diversity analysis conducted on the victim. Most of the research data refers to females; but gender does not exist in a vacuum. It would be beneficial if a future research focus were on transgendered males and females, violence against gay and lesbian women, immigrant women, women with disabilities in the workforce and other diversity levers. Finally, the calculator is put forward as a springboard for future adaptation. Even though women comprise the majority of part-time workers, the calculator does not account for this. It would be beneficial if a formula were developed to account for part-time employment, as well as compensate for the gender wage gap in the equation.

Conclusions

As shown through the research and the Annual Cost of Violence Against Women Calculator, corporations need to take perpetrator violence seriously, as it has financial consequences for their companies. Violence against women isn't a private issue. Businesses need to connect the dots between violence against women and violence against their employees. Companies need to provide effective services for their employees who are either victims or perpetrators of violence.

The purpose of this study is to provide an overview of the complexity and multi-tiered impact that violence against women plays on society at large, and to examine the impact of violence against women on the workforce. The attempt is also to frame the

costing of the violence so that it is seen as the cost of the abuser to the company. To end,

it needs to be noted – time and time again – that all of the costs contained in this paper

are due to the actions of perpetrators.

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APPENDIX A: Full Screenshot of Calculator on Microsoft Excel