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MANAGEMENT MODEL TO PREVENT VIOLENCE AGAINST WOMEN

A comprehensive proposal to involve
companies in the prevention of violence
against women in intimate relationships

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This research was conducted thanks to the joint work between the Department of Administrative Sciences and Human Resources of Universidad de San Martín de Porres (USMP), directed by Dean Dr. Daniel Valera-Loza, and the Regional Program to Combat Violence Against Women in Latin America (ComVoMujer) of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, led by its Director Christine Brendel.

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Dr. Arístides Alfredo Vara-Horna

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PRESENTATION

How to involve companies in the prevention of violence against women is a motivating and challenging question that Ms. Christine Brendel has always raised. As director of the Regional Program to Combat Violence Against Women in Latin America, of the German Cooperation, implemented by GIZ, she has entrusted the Universidad de San Martín de Porres (USMP) to try to answer it.

In 2012, we developed an investigation to determine the business costs of violence against women in Peru, which demonstrated the negative impact of violence against women (VAW) on labor productivity and corporate profitability. The response of the business sector was immediate. Thus, a new challenge arose: what should companies do to prevent and control VAW? This research responds to this question by proposing a management model.

A management model is a set of processes directed to an end and organized under sound theoretical principles and adapted to the reality in which it is intended to apply, to guarantee its viability. The management model proposed to prevent VAW is based on win-win business principles and Gender Theory, and is adapted for use in large and medium-sized companies in Latin American countries.

One of the most significant contributions of the present work is the foundation of new business arguments for the prevention of violence. Prior to this work, the Corporate Alliance to End Personal Violence (CAEPV) in the United States argued three reasons for companies to invest in prevention of violence against women: a) moral obligation, b) compliance with Occupational Health and Safety laws, and c) the negative economic impact of VAW on companies (Morbeck & Lewry, 2014).

Although the cost argument has been maintained, as it is a strong argument, we now propose additional arguments that are equally compelling, that do not appeal to goodness or compulsion, but rather to business strategy. It is shown that preventing VAW will not only reduce productivity costs, it will also strengthen the business function and can be a strategic opportunity to optimize the value chain and prepare for new markets sensitive to gender equity.

Another contribution to the previous experiences is that it presents a business management model that articulates and makes sustainable the various VAW prevention actions that have been carried out. In addition, it contributes evidence on the cost and benefit for companies.

In short, this is an effort of a whole team, and condenses the direct experiences of research, consultancy and technical assistance that have been carried out during the last four years, both at Universidad de San Martín de Porres and the Regional Program ComVoMujer.

We hope that the contributions of this work will open a new debate in academia, business, civil society and the State. And that they will also serve as a common conceptual and methodological framework to promote sustained prevention action within organizations, as violence against women is also a business issue that must be tackled and eliminated.

Dr. Daniel Hernán Valera Loza, Dean

Department of Administrative Sciences and Human Resources
Universidad de San Martín de Porres

FOREWORD

From the beginning of its work, in 2010, one of the main objectives of the German Cooperation, implemented by GIZ through the Regional Program ComVoMujer, was to involve the private sector as an active agent in the prevention of violence against women, promoting a corporate culture of zero tolerance to it.

With this horizon – in many cases in cooperation with the Universidad de San Martín de Porres (USMP) – a series of instruments were prepared: conceptual framework, safe company criteria and a modular training program, as well as several studies. Solid evidence of the direct impact of this problem on the economic performance of large and medium-sized enterprises (Peru, Bolivia and Paraguay) and micro-enterprises (Ecuador and Peru) was also generated.

All this has allowed a rapprochement with the private sector, which has already paid off: more than 100 companies and at least four business guilds in four countries have implemented numerous measures against violence against women.

However, we have considered it necessary to rescue, with sufficient clarity, the links that might exist, on the one hand, between the theory of gender equity in general and the theoretical framework of violence against women in particular (rooted in a structure of hegemonic power, male predominance and female subordination) and, on the other hand, modern business theories.

A first virtue of this publication is that it explains these links and points out how violence against women is contrary to the business function. In order to do this, it analyzes four types of arguments: identity, cost, welfare and strategy, both within the company – that is, optimizing the value chain – and towards its external environment, taking advantage of the new gender sensitive markets.

Secondly, we would like to emphasize that although its starting point is eminently theoretical, it poses a solid frame of reference that links the theory of gender to the business sciences, which seeks to build a very pragmatic management model that

indicates, in seven steps, concrete and specific measures. These measures are the basis for any interested company to build its own model.

Lastly, although in general and for some time now various sectors have been insisting on the importance and necessity of concentrating efforts on prevention, most of the measures related to the reduction of violence against women, including prevention, start from a reactive approach and respond to risk prevention. This model proposes to work from a proactive prevention approach.

We would be remiss if we did not express the gratitude of the Program, and my personal gratitude, to the Department of Administrative Sciences and Human Resources of the Universidad de San Martín de Porres, a strategic ally who accompanied us on this path from the beginning when very few institutions and people considered an alliance with the private sector even possible. The vision and leadership of its dean, Dr. Daniel Valera Loza, has allowed this alliance to achieve such success and in such a short time. Of course, I want to make a special mention to Dr. Arístides Alfredo Vara Horna and his technical and advisory teams, without whom we could not present this innovative product that also opens new challenges for the university itself and for companies in the coming years.

We hope that this management model constitutes a milestone that allows a shift with no return to a reality without violence against women. The validation and implementation of this management model in coming years has the enormous potential not only to reduce the prevalence of violence against women, but also to contribute substantively to more equal treatment and parity among colleagues within the companies themselves, contributing to the establishment of more equitable roles between women and men from a win-win philosophy.

Christine Brendel

Director of the Regional Program – Combating Violence against Women in Latin America – ComVoMujer Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

SUMMARY

The arguments to involve companies in the prevention of violence against women in relationships (VAW) are identified, and a management model is designed to prevent VAW in companies, estimating their cost-benefit and return on investment.

There are four arguments, compatible with Gender Theory (GT) and Business Theory (BT), to prevent VAW in companies: 1. VAW prevention is compatible with equitable business function (identity); 2. The prevention of VAW does not generate costs without return. On the contrary, it is an investment that reduces invisible costs in productivity (costs); 3. The prevention of VAW is not alien to the strategic business function. On the contrary, its application makes the value chain more efficient and effective, preparing the company for a market highly sensitive to gender equity (strategy); 4. VAW prevention is not an intrusion into the private life of staff or a distraction from their daily duties. Instead, it is a way to increase their personal well-being and facilitate their concentration for better performance, resulting in commitment to the institution and the establishment of a culture of highly productive equity (well-being).

A seven-step management model and eleven actions are proposed, considering the three levels of organizational action, the three levels of prevention, a proactive approach and an idiosyncratic application.

It shows that investment in prevention accounts for only between 2.4% and 7.3% of all indirect costs incurred by VAW, and that investing is highly profitable since the average return is \$24.50 for every dollar invested after the fourth year.

Keywords: violence against women, prevention, management model, equity, win-win philosophy, companies, inequality, gender.

ABBREVIATIONS AND ACRONYMS

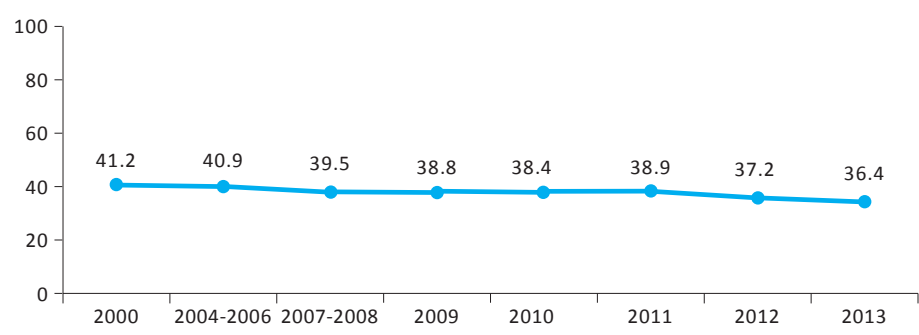
CAADV	Corporate Alliance Against Domestic Violence
CAEPV	Corporate Alliance to End Personal Violence
CQ	Costs of Quality
ComVoMujer	Combat Violence against Women in Latin America (Regional Program)
DHS	Demographic and Family Health Survey
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
INEI	National Institute of Statistics and Informatics
MM	Management Model
MMVAW	Management model to prevent violence against women
ILO	International Labor Organization
WHO	World Health Organization
PAHO	Pan American Health Organization
GDP	Gross Domestic Product
EAP	Economically Active Population
IMP	Inequitable Management Patterns
GT	Gender Theory
TORS	Terms of Reference
BT	Business Theory
USMP	Universidad de San Martín de Porres
VAW	Violence Against Women

INTRODUCTION

Problem

Intimate Partner Violence Against Women (IPVAW) is a global problem that knows no geographical or temporal boundaries, since it is present throughout history and distributed through all national territories. Around the world, at least three out of ten women suffer physical and sexual violence from their partners, and in the Andean countries (Ecuador, Peru, and Bolivia) the proportion is much higher (WHO, 2013; PAHO & CDC, 2013). For the past five decades, awareness has been growing about the care and prevention of VAW. Despite significant legal advances and heightened awareness, the prevalent statistics of VAW remain almost unchanged. In Peru, for example, rates of physical and sexual IPVAV have remained almost unchanged for more than a decade. In fourteen years the variations have not been significant (Vara, 2014).

Figure 1
Prevalence of physical and sexual violence in Peru during the years 2000 – 2013



Source: ENDES-INEI, taken from Vara (2014); prepared by the author

These results show that eradication efforts are still insufficient and that the participation of all institutions of society is required. Many agencies have mobilized resources to combat or prevent VAW, although some have remained on the sidelines. The social, legal, and health sciences have made great strides by working together. But business sciences, with few exceptions, remain on the outskirts (Vara, 2014).

Companies are organizations that have a direct influence on the behavior of their staff, as they create a context and structure that guides the behavior of their employees to a planned mission. Therefore, the high potential that these organizations have for the prevention of VAW should be a matter of social interest.

But why have companies not been actively involved in preventing and eradicating violence against women? Are they insensitive, disinterested or negligent in the face of social ills? An important segment of public opinion thinks so, perceiving them as exploiting organizations that are reluctant to get involved in prosocial initiatives (Latin barometer, 2013; Chilesopio, 2012). But it is not just public opinion. There are also some VAW prevention activist groups which share this perception. For certain, VAW prevention advocates' negative opinion of businesses – seeing them as part of the problem that they aim to eradicate – only makes it more difficult to reconcile interests and involve companies, except beyond philanthropic initiatives which are not sustainable over time.

Although many institutions have now taken a role in the struggle to eradicate VAW, this initiative was born with the feminist movements. Throughout the world, feminism and its various variants have mobilized conceptual and activist resources to engage more people and institutions to fight violence against women (Arisó & Mérida, 2010). One of the most powerful resources has been Gender Theory (GD), a conceptual model that explains the origin and dynamics of violence against women under a system of unequal power relations. Although this framework has managed to unify criteria within the activism against VAW, the truth is that it has not been easy to convene the business sector, because distrust arises between both sectors.

Business language and the language of gender – at first glance – do not seem to be compatible, as there are large differences and gaps between them. First, VAW prevention initiatives are not of much interest to the business sector, as there are prejudices and attitudes that justify staying on the sidelines (commitment gap). On the other hand, many VAW prevention activist agencies see companies as agents of an unequal structure in which subordination and oppression towards women are the hallmark, therefore not viable to work with (compatibility gap). In addition to the inability to communicate, there are also material limitations, since very few successful initiatives have combined both sides (action gap). In fact, concrete action plans to prevent VAW have rarely been implemented in companies, so the proposition is still embryonic (see Table 1).

Table 1**Differences and possible similarities between activist groups against VAW and companies**

	Activists	Companies	Points of Agreement
Theory Base	Gender Theory	Business Theory	Business theory with a gender focus based on equality
Focus	Focused on rights	Focused on profitability	Win-win philosophy (equality)
Supply and Demand	Offer not developed, basically informative, training for personnel.	Demand is nonexistent	- VAW prevention goods and services - How should VAW be prevented in the company?
Budget	International co-operation, donations, unsustainable.	Philanthropy, sporadic, unsustainable.	- Impact of VAW on productivity - Investment
Human Resources	Specialists in gender with no business training	Company specialists with no training in gender or VAW prevention	Interdisciplinary training
Prejudices and Gaps	- Businesses are abusive and patriarchal, and allow VAW within their organizations. - Companies are only interested in making a profit. - The capitalist model is incompatible with a VAW rights and prevention approach.	- Activist groups are advocates who defend only women - Actions are distracting or alien to the core business. - It is not the responsibility of the company to address VAW, it is the State's. - It is not incumbent on the company to get into the private life of staff	- How does VAW affect companies and why should they intervene? - How much will VAW prevention cost, and how much will the return be? - Can management be improved if VAW is prevented? - Is there an emerging gender sensitive market?

Source: Prepared by the author

It is frustrating to know that, despite the existence of a solid conceptual framework such as Gender Theory, VAW prevention in the business sector is almost non-existent. Without a developed offer, the demand will not exist, because there will be neither budget nor management to support the actions of prevention of VAW and, consequently, specialists integrating both approaches will be lacking.

There are definitely strong barriers to sensitizing companies and involving them in preventing VAW. But we consider that these barriers are more of form than of substance. That is, that different interests exist does not mean that they are opposites, since promoting human rights and increasing profitability are not antagonistic purposes. On the contrary, it is possible that they are synergistic (Porter & Kramer, 2011).

It is necessary, then, to reconcile both approaches, because if you want to involve companies in the prevention of VAW, one should speak the same language and safeguard the interests of both parties. Building conceptual bridges between Gender Theory and Business Theory will facilitate fluid communication between both worlds and make effective prevention of VAW possible in the organizational context.

Over the last four years, the Regional Program to Combat Violence against Women in Latin America (ComVoMujer) has carried out research that contributes to the development of a common conceptual framework. As a result of this experience, there are three questions that motivate the business community to assume a commitment in the prevention and eradication of VAW: 1) How is the company affected by violence against women in relationships, why should it intervene?; 2) How much will VAW prevention cost and is it possible to get some benefit or return from it?; and 3) How should companies prevent VAW?

Hypothesis

It is considered that the most convenient way to involve companies in the prevention of violence against women in relationships (VAW) agenda is to appeal to their own philosophy and business language, not through language and philosophy oblivious to their daily work. To that end, it will be shown that:

- The Theory of Gender and Business Theory are highly compatible, and have common principles and contents; therefore, they can share an equity-based framework.
- Preventing VAW is a function that is consistent with the company's actions and does not contradict its commercial identity or mission. Incorporating this practice impacts the economic profitability (decreases productivity costs and increases the efficiency of the value chain), as well as the social profitability (it lowers levels of violence against women and increases employee quality of life).
- For civil society VAW prevention actions to be applicable in the business context and sustainable over time, they need to adapt to the management model of each company.

Objectives

Designing a management model to prevent VAW in companies is not easy. First of all, because it has never been done before; secondly, because there is still no conceptual framework on how to prevent VAW in these organizations. Despite many initiatives in this respect, in particular in the Anglo-Saxon world, like the Alliance to End Partner Violence (CAEPV) in the United States, the Corporate Alliance against Domestic Violence (CAADV) in the United Kingdom and VicHealth in Australia, and in South America due to promotion by the Regional Program to Combat Violence Against Women in Latin America (ComVoMujer) of the German Cooperation, the truth is that these actions are not yet a unified offer nor altogether attractive to the business community.

As mentioned above, entrepreneurs need answers to three key questions to decide whether to be involved in VAW prevention. Therefore, the present document proposes a conceptual and methodological framework for the prevention of VAW in companies. This framework is based on four strategic objectives:

- 1. Identify the principles of Gender Theory that are compatible with Business Theory.** There is a communication gap between VAW prevention agencies and companies. To facilitate dialogue, it is necessary to demonstrate that there is a conceptual compatibility between the two, and to demonstrate how the principles of Gender Theory can be useful for optimizing the business function.
- 2. Identify the reasons why companies should be involved in VAW prevention.** It would be of little use to build a prevention model in companies if their managers do not allow its implementation or do not invest in it. It is necessary to develop convincing arguments to overcome, first, the barriers of commitment. There are four barriers to overcome: i. Does VAW prevention distract the company from its very reason for existing, i.e. producing profitable goods and services? ii. Why should the company be involved in the private affairs of its employees, how does VAW affect the company? iii. Why only violence against women, why not also violence against men? iv. What organizational benefits can be gained from VAW prevention?
- 3. Design the general model of action to prevent VAW in companies.** It is necessary to build a general guide to prevent VAW in companies, under the philosophy of win-win and depending on the type of business. Every company has a unique management model; therefore, the VAW prevention proposal must articulate and be compatible with this management model, functioning as a generic and modular framework to be coupled to the daily operations of the company and sustainable over time.

4. **Estimate the cost-benefit and return on investment of VAW prevention in companies.** It is necessary to show that investing in VAW prevention has a very low direct cost, compared to the indirect costs of inaction. It is also required to demonstrate that there is a high return on investment when VAW is prevented.

Limitations

Only VAW in intimate partner relationships: The business management model to prevent VAW has been built based on a special type of violence against women: the one that happens in relationships. Other forms of VAW have not been contemplated, so the application for other types of violence requires a prior conceptual and methodological adaptation.

Only VAW in small, medium and large companies; does not include microenterprises: The business management model to prevent VAW has been designed for companies that have a small, medium or large company organizational structure; not for single-person companies or microenterprises that are not hierarchical. VAW has different dynamics depending on the organizational type, and the conditions of microenterprises and self-employed persons tend to generate more situations of vulnerability. For this reason, a different treatment is required (Vara, 2012).

Ex ante design and evaluation: This first stage only presents the philosophical, conceptual and methodological framework of the management model and its ex ante evaluation. It does not contemplate the implementation or impact assessment, since some years of application are required to obtain such results. In academia, there is an abundance of experiences in evaluating the impact of prevention programs, but design experiences assessments are almost non-existent. In general, eight out of ten programs to prevent violence against women in intimate relationships fail, and of the two successful ones, the impact is very limited (Arango et al, 2013). In this respect, it is not expedient to rush to evaluate the implementation of a program if it is not even known if it can work. It is not ethical because you cannot invest companies' money in programs without prior guarantees and because the final recipients – the staff – deserve a program with high chances of success. In addition, impact assessment is the last type of assessment to be carried out; but ex-ante evaluation should be applied first to determine if the program design is the best possible, depending on available resources and conditions.

Structure

The present document, pursuant to the research questions, is structured in four parts.

The first part answers **“Why work together with companies to prevent VAW?”** A conceptual framework is designed to bridge the compatibility gap between the interests of VAW prevention agencies and companies. It is shown that not all companies are equal; many recent examples are of equitable companies that contribute to development and act ethically toward all its stakeholders. Equity is identified as a compatible principle between Gender Theory and Business Theory, in addition to operationalizing its concept in four elements to facilitate its application in companies.

The second part answers **“How can VAW prevention get companies involved?”** Using the postulates derived from the DNA of inequality, four answers to this question have been found: 1) The prevention of VAW and corporate identity are not incompatible, as violence is contrary to the business function and the principle of equity adds to organizational success. 2) VAW has a negative impact on labor productivity, so its prevention reduces hidden labor costs. 3) The prevention of VAW increases the commitment of staff, reduces the conflict between personal and work life, and reduces occupational health expenses, resulting in greater well-being and work performance. 4) VAW prevention can optimize the value chain and prepare companies for the advent of markets that are sensitive to gender equity.

The third part answers the question **“How can companies prevent violence against women in intimate relationships?”** This section reviews all previous VAW prevention and intervention experiences which have been implemented in companies around the world. It will be demonstrated that effective prevention of VAW in companies requires coordinated actions at all levels of prevention (primary, secondary and tertiary), as well as the involvement of three levels of business performance (political, strategic and operational). In addition, it is advised that a proactive prevention will have more return in the medium and long term than a reactive prevention because, depending on the management model of each company, various prevention services of VAW may be implemented. Seven general prevention steps are proposed, three reactive and four proactive. These steps are translated into eleven prevention services.

The fourth part answers the question, **“How much does prevention of violence against women in relationships cost?”** This chapter demonstrates, through cost-benefit simulations and using quality cost control methodology, that VAW prevention is profitable in the medium term, since its investment does not exceed the average 7.3 % of losses in added value caused by VAW.

1 WHY WORK WITH COMPANIES TO PREVENT VIOLENCE AGAINST WOMEN?

A conceptual framework
to bridge the compatibility gap

Today's businesses are organizations with many economic resources and strong social influence; in addition they must be sustainable over time and much more agile to make decisions. For them to become strategic allies that invest in VAW prevention could make the difference. However, there is a breach of compatibility. In fact, the first resistance to reconcile the interests of the VAW prevention agencies and the interests of the companies is that the latter are perceived as concerned only with profit. The perception is that companies have little interest in VAW prevention because they do not they consider it their obligation, rather the responsibility of the government or the people themselves.

However, there is a compatibility gap. Indeed, the first resistance to reconcile the interests of the agencies that prevent VAW and the interests of the companies, is that the latter are perceived as concerned only for profit and that they have no greater interest in the prevention of VAW because they do not they consider it their obligation, but of the persons themselves or of the State. The image of entrepreneurs as voracious agents, exploiters, opportunists and abusers, and only interested in their own good is very popular and widespread among the population. Citizen surveys find that less than 11.5 % of the population in Latin America trusts large companies (Latinobarómetro, 2013, on accrual calculations, 2013). The companies are in a position of cultural suspicion and enjoy low levels of social trust. For example, the Chile-scopio (2012) finds that 73 % of the population believes that companies abuse their employees, 71 % believe that they abuse consumers, and 81 % believe that they are only interested in making money. To overcome this gap, it should be noted that not all companies are the same. One of the reasons that anti VAW distrust companies is because many assume that capitalism is an exploitative and unjust economic system.

They believe that the context of capitalist enterprise development is inequity in action and therefore the enemy (e.g. Eisenstein, 197; Hartmann, 1981; Comanne, 2010). In this respect, it should be noted that the capitalist model of production is not homogeneous; it is not a single system, it has many variants, and some of them are compatible with the philosophy of rights that is behind the prevention of VAW.

In the Oxford Handbook of Capitalism, Baumol et al. (2012) distinguish four types of capitalism: a) oligarchic capitalism, in which wealth and power belong to a favored few; B) capitalism guided by the government; C) capitalism of large companies; and (d) the entrepreneurial capitalism of innovative small and micro-enterprises. According to the studies of Baumol et al. (2012), only the last three capitalisms contribute significantly in the growth process. Government-led capitalism has had limited success in liberating stagnant economies or in initiating a development process. However, it is the capitalism of large corporations and entrepreneurial capitalism that have achieved remarkable economic results in the countries where they have developed, bringing well-being and progress. The oligarchic capitalism usually behaves like the old inequitable mercantilist companies, trying to obtain monopolistic benefits from their governments, imposing strong entry barriers for free competition and negative externalities for the stakeholders or the environment. This latter type of capitalism reflects the inequitable institutions that fit the negative public perception.

From what has been said, then, one cannot judge companies equally. There are companies that clearly try to gain advantage by abusive and unethical means; but there are also companies that behave ethically with all their stakeholders and bring positive externalities to society. It is precisely these types of companies that are more receptive to prevent VAW, since they have learned that any improvement in the quality of life of their employees has an impact on organizational success.

1.1. Not all companies are the same: equitable companies vs inequitable companies

Depending on the principle of equity, companies can be classified as equitable or inequitable. Equitable enterprises would be those that create value in each of its stages or links of production of goods and services, behaving ethically with all stakeholders and partners; while inequitable companies can create final value, but at the cost of externalities and negative impacts on society and damage to some of its stakeholders or employees.¹ The concept of corporate social responsibility was conceived

¹ Based on Acemoglu & Robinson's (2012) classification of inclusive and extractive institutions.

with inequitable companies in mind, as a way of seeking to mitigate the harmful effects of their production or to compensate the injured people.

There are significant differences between equitable and inequitable companies. Table 2 summarizes the main ones.

Origin of wealth. Equitable enterprises are producers of wealth, while unfair enterprises are extractors of wealth. While equitable enterprises produce goods and services with added value, through the articulation of factors of production, unfair companies try to seize goods and services through exploitation and abuse.

Origin of power. Inequitable institutions concentrate power in a reduced elite and set few limits to the exercise of their power, extracting resources from the rest of society. They act as great monopolies that use law and force in their favor, and to the detriment of the majority, to take advantage of existing resources, generating wealth at the cost of society's poverty. On the contrary, equitable institutions are inclusive and wealth-creating organizations, which use centralized power but which coordinate production (Acemoglu & Robinson, 2012). Unlike unfair organizations, fair inclusive organizations offer, without distinction, security of private property, free exchange of resources, legal impartiality, equality of opportunity and freedom of choice.

Equitable companies are productive. A fair enterprise has no meaning or future if it does not perform at least one of two essential activities: creating goods or services to meet needs or solve problems (Skousen, 2009, Mises, 2005). Equitable enterprises meet needs and solve problems. That is why they exist. And the better they do it, the more successful they will be, as the market rewards the companies that provide the most satisfaction to consumers (Tracy, 2005; Mendonca & Ortega, 2000; Kirzner, 1998). In theory, entrepreneurs know that their efforts will be rewarded. They will assume risks with their own or others' financial capital, and will surrender to the unknown, contracting various factors of production; without the certainty that they will earn a profit (Huerta de Soto, 2010; Skousen, 2009; Sirico, 2001; Kirzner, 1995, 1998; and Termes, 1986).

In fair companies, consumers govern the market. Although it seems that companies dominate the market, it is true that the consumers are the ones who govern the market, not the entrepreneurship (Mises, 2002) and only the innovative companies that best satisfy the different needs of the consumers shall endure (Sirico, 2001; DiLorenzo, 1996). In other words, only the fairer companies that produce the most benefits to the clientele, those that offer continuous improvements, will be the most profitable. Thus, it is not enough to create goods or services; they must be constantly improved, creating more value to ensure survival and business success. In contrast, unfair enterprises seek to dominate the market by avoiding free competition, using governments to impose strong entry barriers and thus deliver low quality products and services at a high price.

Table 2

Structural differences between inequitable and equitable enterprises

Origin	Inequitable companies	Equitable companies
Relationship with current capitalism	• More than 6,500 years ago. • Camouflaged as oligarchic capitalism, trying to dominate by force of law and not by free competition. • Destabilizes equitable enterprises by establishing strong entry barriers to free competition. • Has strong Patterns of Inequitable Management (PIM) at its core and in its corporate culture.	• Industrial Revolution. • Presented as capitalism of large companies and entrepreneurial capitalism. • Destabilizes unfair companies by empowering their collaborators (with work, income, goods and services), strengthening their stakeholders and constantly innovating, creating better quality products at lower prices. • Strengthens the right to private property, access to wealth, social mobility and self-determination.
Mode of Production	• Is enriched at the expense of the detriment of some of its stakeholders or causing some social or environmental damage (negative externalities). • Uses extractive means, through appropriation, taxation and poorly paid or unrecognized work. • Takes advantage of oppressed groups or uses legal advantages to obtain privileges that are not competitive with the market. • Model: exploitation.	• Invests venture capital (savings). • Creates value in each link of the business and brings positive externalities to society and its stakeholders. • Combines various factors of production (capital, people, talent, technology, etc.), through cooperation and equitable contracts, where everyone wins. Model: collaborative factorial
Source of Power	• Elite political power, use of the force of law. Strong tendency towards corruption to obtain political favors.	• Power of demand, use of market strength and innovation.
Relationship to Violence	• Legitimate means to maintain control. Power and force are seen as a competitive advantage	• Violence is contrary to any business function. Concerted exchange and peaceful coexistence prevail.
Relationship to Equality	• Privileges to the few and harm to many (win-lose). • Individual rights are not recognized. It takes advantage of stakeholder disadvantage to maximize profits. • Maintains unequal relationships.	• All parties exchange resources and values for mutual satisfaction (win-win). • Recognizes the right of individual property and its work products. • Maintains equitable relationships.

Equitable companies are innovative. Equitable enterprises are innovative by nature: they take risks and create goods and services in high uncertainty. From the point of view of economic ethics, innovating consists in producing to do good to those who need it, receiving a reward in exchange (North, 1987). Thus, in every market transaction, there is an exchange of values that ultimately benefits the business community and the clientele (Rand, 2006). Profitability is the reward of the investment made, and comes as a result of added value created for many people. Consumers pay for something that is valuable to them, the business makes the effort to create it (Skousen, 2009). Inequitable firms, on the other hand, view innovation as a threat.

Two complementary roles. Fair enterprises play two roles: one as buyers of factors of production, and the other as sellers of goods and services. They cannot produce or sell if they have not bought what they need before (Parkin, 2009). So companies, as consumers, also have rights and there are no ethical reasons to reproach their behavior of trying to pay as little as possible for the best quality of what they buy; whether it be raw material, labor, capital or managerial talent (Parkin, 2009; Skousen, 2009). Because resources are limited, entrepreneurs try to maximize acquisition of the best production factors at the lowest cost. It is the same logic followed by people who consume, and there should be no condemnation for acting this way. Then when the business has finished its production, it needs to distribute and sell. Then its role changes, as it will try to sell at the highest possible price; but always behaving rationally, because if you do what the business wants and not what the customers want, you simply cannot sell and the business will fail (Kaufman, 2013; Mackey & Sisodia, 2013; Skousen, 2009). The market teaches entrepreneurs to deal with rational beings and in circumstances where the interests of both parties are negotiable. There is no room for intransigence or imposition (Rand, 2006; Mises, 2007; Santos, 1997). There is no imposition, duress, coercion, or anything like violence; there is only free and voluntary exchange of values, opinions, information and money for goods and services, in a context of harmony and freedom (Rothbard, 2013; Mises, 2007). On the other hand, inequitable companies try to take advantage of the market by abusing their power and size to exploit factors of production (for example, child labor or inhuman working conditions) and, when they are selling, hiding information and using misleading advertising for customers; or harmful products that appear to be harmless.

Equitable firms generate positive externalities. An equitable enterprise is a fundamental development factor that improves its own context with products, services, employment and income (Hamel, 2013; Glăvan, 2007). As a result, equitable firms produce positive externalities, both microeconomic and macroeconomic (see Figure 3). The first aspect involves all investment costs and their respective impacts on each of the production factor markets (employment, suppliers, etc.). The second as-

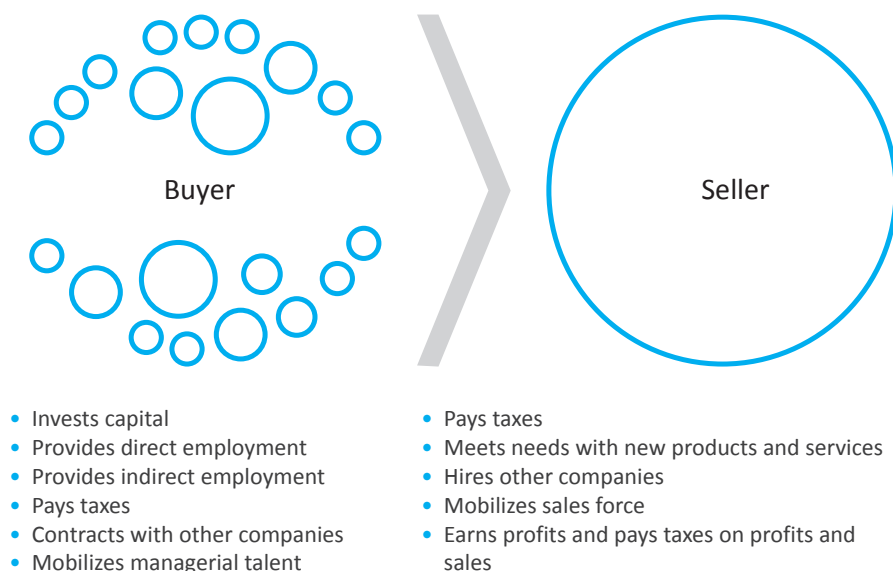
pect is the impact on the variables of economic development: Gross Domestic Product, consumption, investment, government expenditure, exports and imports.²

Equitable firms, then, tend to produce positive externalities throughout their value chain. They pursue profit, but first they must create wealth and development to achieve it. It does not make sense, then, to hold on to a negative image of equitable enterprises, as these produce many positive benefits and externalities. Indeed, if we review the history of equitable enterprises, it will be found that these have been a source of social welfare. These companies have contributed to the advancement of civilization and the progress of societies, improving living conditions with their many inventions and innovations in culture, science and technology, and contributing to the existence of political, social and economic institutions (Norberg, 2005; Ashton, 1974). Thus, in countries where there are more equitable enterprises, the living conditions of the population are better, with higher incomes, better educational levels, better health conditions and less discrimination (Norberg, 2005; Gomez, 2007; Sirico 2001; Cameron, 2001).

However, it should be noted that equitable enterprises are new, both in origin and development. They are no more than three centuries old, unlike inequitable enterprises that have thousands of years of antiquity and social dominance. They are a type of emergent organization that forms part of the entrepreneurial capitalism that, by its own development and success, becomes capitalism of the big companies.

Equitable and inequitable enterprises are different, even antagonistic, because historically they have continually confronted each other. Up until the Industrial Revolution, societies were extremely poor and productive markets were very limited, restricted only to a few artisans who worked primarily for landowners (Hayek, 1997; Woods, 2001). Before equitable enterprises, businesses were exclusively unfair, monopolistic and based on exploitation and abuse of power. Until just before the Industrial Revolution, mercantilist companies dominated the markets, using a win-lose model and teaching that to win, royal armies and privileges must be available. These companies were monopolistic, sheltered by royal protection, and – provided they paid high taxes – could plunder other countries, traffic in slaves and trample on the rights of their workers. Moreover, because they had no competition, they could charge very high sums for low quality products (Cameron, 2001).

² The National Economic Analysis Office of the United States included Gross Production in its national statistics in recognition of the positive contribution of business expenses, and attaches it the same importance as the GDP as a development indicator. GDP. It is worth mentioning, the GDP is only an effect of entrepreneurs' investments in factor markets through Gross Product (Arellano, 2014; Termes, 2000; Global Entrepreneurship Monitor, 2014; Skousen, 2013).

Figure 2**Positive externalities of the fair business activities in its two instances of negotiation, as the buyer and as the seller**

Source: Prepared by the author

After the Glorious English Revolution, equitable enterprises initiated an Industrial Revolution, creating goods and services that destabilized unfair enterprises (Woods, 2001; Acemoglu & Robinson, 2012). The Glorious Revolution adopted a series of economic institutions that provided incentives for capital investment, free trade, and innovation. This was because it imposed, without distinction, respect for property rights, protection of law and order, an end to arbitrary taxes, and abolition of monopolies (Acemoglu & Robinson, 2012; Hayek, 1997).

Unlike their predecessors, equitable companies did not obtain their products and services from slavery or plundering other countries, but from the work and constant innovation of their employees. It was a paradigm shift that demanded a change of mentality in terms of class consciousness (from feudal servant to working class, businessmen, middle class). For the first time in history, companies ceased to be unequal and became productive.

When inequitable institutions reined in the mercantile world, there were only the rich and the miserable; the middle class did not exist, except for some artisans. Only the most qualified poor, with natural talent, could be craftsmen to produce goods for the rich and earn some money. The others, the miserable ones, could only be

servants or peasants, practically slaves in exchange for crumbs. The Industrial Revolution radically changed this reality, as equitable companies laid the foundations for the middle class (Acemoglu & Robinson, 2012). For the first time, goods could be created, not only for the aristocratic class, but for all, because the greater quantity of goods in the market increased the real value of money (Gomez, 2007).

On the eve of the Industrial Revolution (eighteenth century), governments were controlled by aristocrats whose main source of income was land tenure or trade privileges (monopolies) and royalties imposed by monarchies (Hartwell 1971; Hayek 1997). The Industrial Revolution dealt a hard blow to the *modus operandi* of inequitable institutions, as industrial, factory and labor expansion took resources from their land, reduced landowners' incomes, and increased the real wages they had to pay to their employees. In short, the new equitable enterprises were the enemy that harmed their commercial privileges and, therefore, there was a fierce resistance to the new economic power and prosperity engine (Acemoglu & Robinson, 2012).

An example: because women, men and children left the fields and servitude that only oppressed them, and went to work in equitable enterprises, the landlords were left without servants. Ironically, inequitable institutions reacted with resistance, denouncing the nascent companies as "exploiters", since employees, even the children, worked twelve hour days in unhealthy conditions in their factories. These attempts to discredit concealed the fact that no one forced people to go to work for companies; they did it because they found it fairer in terms of cost-benefit. As servants or peasants, they worked almost 24 hours a day, the whole family, and received no salary, or what they received was infinitely less than what they began to receive from the companies. In addition, for the first time, children and old people could work less or stop working because, thanks to increased productivity because of business technology, the whole family was no longer required to work (Hartwell, 1971; O'Brien, & Quinault; Hayek, 1997; Mises, 2007).

On the other hand, **there is a difference between equitable and inequitable companies in how they value human resources.** For the inequitable, the less educated the population, the easier they are to dominate and oppress. On the other hand, for equitable capitalism, the more educated the labor force, the more productive it becomes. Indeed, from the outset, equitable enterprises realized that if their workers were more educated, they would be more productive and valuable. Contrary to popular belief, equitable enterprises created schools for the people. Illiteracy almost disappeared in England at that time, thanks to private investment in education (West,

1994).³ Again the inequitable institutions opposed, and as a consequence the taxes increased and these schools were expropriated. It was not until the sons and daughters of that new, entrepreneurial and business class had access to education and wealth, that favorable changes in legislation were achieved. These changes were made on the basis of decades of ideological struggles to defend entrepreneurship and the well-being of this new nascent class, which was none other than a part of the poor class, now enriched on the basis of their work (Gomez, 2007).

Before equitable enterprises, it took 2,000 years to double the average income of the population. With the Industrial Revolution, England took less than sixty years; and Taiwan, Hong Kong and China, less than ten years. Productive enterprises bring wealth, no doubt. Wealth has doubled almost everywhere in the world where there are free and productive enterprises. In a hundred years, the world is fourteen times richer than before. The United States is 19 times richer; Latin America, nine times richer; Asia, six times richer; and Africa, three times richer. Poverty has fallen from 40% to 21% in just thirty years, and this has been (partly) thanks to the work of companies (Norberg, 2005).

Equitable enterprises and women enjoy a positive economic feedback cycle. With inequitable institutions, it was believed that wealth should be stolen: it had to be extracted from somewhere, expropriating it from its owners. With the Industrial Revolution, we learned that wealth exists in the work and innovation of people, which is invisible and only needs to be visualized and capitalized to bring collective well-being in a win-win philosophy. Today, we understand the potential that companies have as allies for development, since they have rescued the non-monetarized wealth of women's work to create a market that gives it real economic value, creating wealth. The well-being of women has resulted in the growth of equitable enterprises and vice versa. Women are a powerful workforce, which has enriched business productivity. And as a counterpart, this new control of income has opened new markets for consumption and wealth, in a virtuous cycle of mutual benefit.

³ West analyzes literacy in England before and after 1870 (when public education was introduced). The economist presents several estimates from various sources, which indicate that between two thirds or almost three quarters of the working classes had already become literate with practically no state aid and only through entrepreneurial intervention. West notes that the number of children attending school in England had increased from 478,000 in 1818 to 1,294,000 in 1834 "without any interference from the government or other public authorities".

These are just a few conceptual and historical vignettes that demonstrate the distinction between inequitable enterprises and inclusive productive institutions (equitable enterprises).

Patriarchy is one of the oldest and most resistant inequitable institutions. One of the unequal institutions that has governed and still governs humanity is patriarchy. According to GT, patriarchy is the institutionalized socio-economic-cultural system of men's domination over women and children, both in the public and private spheres. This implies that men hold power in all important institutions of society and that women are deprived of or restricted to access to such power (Johnson, 2005; Sultana, 2011; Finley, 2013). Patriarchy is a system of unequal social practices and structures in which men dominate, oppress, and exploit women (Rosenbeg, 1984; Walby, 1990; Jagger, 1984; Lim, 1997). However, this definition is not absolute but relative, because it does not mean that women are deprived of all rights, influence or resources or that all women are exploited (Lerner, 1989), but are subordinated in different ways and at different levels (Sultana, 2011), and in different contexts. Consequently, patriarchy must be understood from a matrix-based, non-linear or monistic approach (Walby, 1986; Hill-Collins, 2000), for oppressed women may suffer from various levels of oppression and may also be oppressors, depending on context or other variables (for example, race and social status). This reason is precisely why patriarchy tends to remain hidden, as some women are seen enjoying "race" or "class" privileges, creating the false perception that oppression does not exist (Finley, 2013).

What relationship would patriarchy have with equitable capitalism? According to Walby (1986), there are several types of possible relationships, but those that stand out are those that consider capitalism as an autonomous patriarchal system or derived from it (patriarchal capitalism); and those that regard patriarchy and capitalism as two independent systems that interact with each other. For Walby (1986), patriarchy and capitalism are interrelated in a complex way, taking a diversity of forms and influences between them. However, for theories defending the idea of "capitalist patriarchy", entrepreneurial success and wealth would not have been possible without the work of women in domestic activities; a labor force that has been unpaid, exploited, unrecognized and maintained as productive partners of their husbands, which has prepared future generations of labor. Seen from this position, the capitalist system would have collapsed without the contribution of domestic labor (James & Dalla, 1973; Seccombe, 1974; Smith, 1978).

Consequently, it must be recognized that the four types of capitalism have been nourished by the invisible contribution of women. The visible capital market (capital, wages, labor power) has been "subsidized" by a non-monetized market (domestic work, caregiving, health, well-being of the labor force). It is precisely this invisible part that has maintained a healthy and productive workforce. If this non-monetized market entered the capital system, the impact would be immense (Carrasco, 2011).

So it happened with microfinance, as small microenterprises of women, who previously had no monetary value, now represent a very large market for finance and have brought thousands of women out of poverty (Mansueti, 2013).

From a historical review, it can be observed that the influence of patriarchy within business organizations was significantly weakened by the accelerated emergence of equitable capitalism (Walby, 1986). However, as Walby cautions, patriarchy quickly recharged itself in the nineteenth century, using two strategies: (a) excluding women from paid employment, and (b) confining women's work to low value-added activities, compared men's work. Proof of this is that during the nineteenth century several legislations attempted to restrict women's access to paid work. These laws were promoted by an alliance of patriarchal interests that included workers and bourgeois philanthropists, against the opposition of many manufacturing enterprises, mainly textiles, in which there was much resistance, given the considerable contribution of women (Walby, 1986). These exclusive patriarchal strategies facilitated the adoption of various patterns of inequitable management within organizations. Therefore, many authors (e.g. Hartmann, 1976) found unequal patriarchal practices within equitable enterprises, identifying them as if they were the same.

Indeed, due to the greater age of inequitable companies (more than 6,000 years), equitable companies tend to import unequal patterns of the societies where they develop, weakening their productive function and reinforcing the idea that both types of company are a single entity. These inequitable patterns tend to exclude women from corporate spheres of power, undervalue their contributions with lower incomes, maintain a misogynist and androcentric culture in organizations, and tolerate situations of violence and discrimination as if they were normal. From what has been said, equitable enterprises are not free from the influence or invasion of unfair memes. It requires a lot of investment in education and training to design a company free of these ideas. However, 6,000 years of inequality do not disappear with only three centuries of social and economic progress, since its roots and memes⁴ are still present in society; And equitable enterprises are not exempt from their influence, unless they are identified and controlled.

So far it has been shown, then, that not all companies are the same. There is an equitable capitalism (business ownership and entrepreneurship) and there is an inequitable (oligarchic) capitalism. The interests of equitable enterprises are compatible with the interests of VAW prevention. Therefore, working with them is desirable, be-

⁴ A meme is an element of a culture passed from one individual, mind or generation to the next.

cause they have an ethical exercise in their business function and that only brings positive externalities. However, this classification is not absolute, it does not mean that all companies are totally equitable or inequitable; it is more a continuum, a transition that is occurring in the last three centuries and that is empowering the fair companies.

Because there are thousands of years of socialization under the control of inequitable institutions, productive enterprises have progressed to the extent that they have been getting rid of this pernicious influence. However, they have done so by trial and error, without a theoretical framework to guide them. In addition, business training schools do not have courses on the subject, nor specialists that articulate both Business Theory and Gender Theory. Therefore, it is very likely that within organizations there are Inequitable Management Patterns (IMP), in managements and in the staff, that weaken the business function. For this reason, it is possible that inequality still overpowers much of the organizational culture of companies that try to be equitable. The opportunity is, in this case, to help companies to be more equitable, freeing them from the inequitable patterns they may be importing from society in general. One way to do this is by preventing VAW. But to achieve this, both Gender Theory and Business Theory need to share common principles that make them compatible.

1.2. Equity as a compatible principle between Gender Theory (GT) and Business Theory (BT)

Gender Theory (GT) rests on an essential principle: equity. The principle of equity is based on equality before the law and the full exercise of rights, without distress or coercion. According to this principle, it is expected that people, men and women, have the same possibilities of choosing and acting without discrimination or restriction of any kind. That relationships are equitable does not mean that people are identical or that they act the same, but that there are no unfair privileges for one sex to the detriment of the rights and opportunities of the other sex. Because equity is the basis of justice, and this in turn is the basis of wealth and happiness, the principle of equity is a human maxim, both for modern legal systems and for business organizations. As will be shown, the principle of fairness governs the productive entrepreneurial function, and encouraging its exercise in the daily management of the company can optimize the organization.

According to Business Theory (BT), the context of any successful business is equitable exchange. Equity means giving each one what s/he is due (RAE, 2014), and that just makes the business function productive. In an equitable market, the business pays what is due to each owner of the factors of production, according to what they

agree in the negotiations of supply and demand (Skousen, 2009; Mises, 2007). They are people with equal rights who exchange value. As long as that relationship is free from coercion and violence, it is a fair relationship (Kelley, 2009; Rand, 2006). No one imposes anything on the other; both have more after the exchange, and that is what makes up the market (Machan, 1970; Rojas, 2011; Kelley, 2009; Mises, 2007).

In the external context, the exchange between the entrepreneurs and the consumers is mutually beneficial. They both gain more wealth than if the wealth of each is added separately, and this is because there is an equitable relationship, in which both parties have the possibility to choose and negotiate. In an equitable market, those who deliver value always receive more than they give; that is why the exchange takes place, otherwise no one would make such a delivery knowing that s/he would receive less than what has been delivered (Stewart, 2005; Ayau, 2004; George, 1966). Consequently, to the extent that business can solve the problems of its clientele, it will receive a greater return in exchange (Tracy, 2005). Adding more value to the life of its clientele gains loyalty, gratitude, and financial reward for the business. In this context, when companies help their stakeholders, they do so not out of charity, but out of profitability; with beneficial consequences for both (Lemieux, 2000; Locke, 1959; Kaufman, 2013).

But what would happen if there were an unequal relationship? In inequitable relationships, some people gain to the detriment of others. They have not won by merit or free negotiation, but by using power, arbitrariness or force. In this context, the market becomes inefficient, because value is given in exchange for nothing or something of lesser value; And is only done by imposition, through force or the use of violence, not by negotiation or free will. When this happens, the violated parties no longer have incentives to continue producing or exchanging resources in the market, because they do not obtain profits, only losses. This inequitable relationship is known as “win-lose”.

Within the organization, inequity is also destructive. Inequitable non-performance based compensation can reduce the motivation of the staff, as they consider it unfair. Equitable enterprises tend to reward in terms of productivity; that is, salaries and promotions are based on the added value generated by the staff. On the contrary, inequitable firms rely on non-performance reasons to compensate or remunerate, such as favoritism, affiliations, and sex, among others, generating dissatisfaction and diminishing performance in the medium term (Yanoduri & Cui, 2013; Messick & Cook, 1983; Adams, 1965). In fact, rewarding arbitrarily and inequitably perverts the business function, since the staff no longer works better to increase their income, but works less and is more engaged in activities that may favor themselves, but not necessarily the organization (e.g. corruption and bureaucracy). In other words, when the principle of equity is absent in the business function, the external and labor markets are distorted, rendering the whole system inefficient.

In Gender Theory, the essential basic principle is also equity, defined as a condition in which:

... all human beings, both men and women, are free to develop their personal skills and make choices without the limitations of stereotypes, rigid gender norms and role biases. Gender equity means that the different behaviors, aspirations and needs of women and men are considered, valued and favored equitably ... That is, their rights, responsibilities and opportunities cannot depend on whether they are men or women. (International Labor Organization, 2012).

According to this principle, relations between people should not depend on whether they are men or women, but on their personal performance and ability. In this context, opportunities and responsibilities should obey the free choice of each person and not the “obligations” of their sex. That is, no one is obliged to act in one way or another depending on whether s/he is male or female; and no one has the right to demand another person to act as “man or woman”, because those roles are not mandatory. Thinking them as obligatory violates the principle of equity, because personal freedom is violated and one is forced to act against one’s own interests and desires.

Violence against women in intimate relationships operates in a context of inequitable relationships. Many studies found that men attack their partners because they believe they have the “right” to do so; especially when they do not “comply” with their gender roles, or because they are “bad women” and deserve to be corrected or punished, for example, when they are unfaithful (Fulu et al., 2013; Fleming et al., 2015). There is a causal link between gender inequality and VAW, since the main arguments for attacking women lie in the non-fulfillment of their socially required roles and functions. Thus, if violence against women is to be prevented and eliminated, unfair gender norms for women should also be tackled.

Historically it has been taught that men have the authority in the home and the power to subordinate and punish their partners. As mentioned previously, in no relation of subordination is there equality, since some have privileges (gains without production) and others have only duties (obligations without reward). Under traditional gender norms, women could neither work nor be entitled to any remuneration. Even if they had their own businesses, they had no authority to decide on investments or expenditures. There was an express mandate that man was the authority in the family and the woman was subordinate to him, even to work, study or do legal proceedings. Thus, for many decades, companies could not count on the productive participation of women; they only hired men.

Currently, women make up almost 50% of the Economically Active Population (EAP). Imagine what it would be like to lose 50% of the EAP just because they are “forbidden” to work! There is no performance-related reason for such a ban; only a cultur-

al belief that women should not work because their role is reproductive, home care, and family members.

These norms are not only unjust because they restrict the personal liberty of women; they are also inefficient because they destroy wealth in the market. Imagine how much the development of society would have been delayed without the participation of women in the productive economy. By contrast, today it is known that if women did not work, the world would be 30% poorer (World Bank, 2012). Not only that. Women's paid work feeds a large part of the productive industry; they are a consumer market that exceeds \$18 trillion per year, making more than 70% of purchasing decisions (Silverstein & Sayre, 2009). In other words, if women did not work today, many business sectors would disappear.

Even though the express prohibition of productive work is almost extinct, 23.1% of women in Peru are still doing unpaid family work (INEI, 2012 cited by Vara, 2013). In addition, the National Time Use Survey (ENUT, 2010) shows that Peruvian women spend 24.15 hours more per week than men on household care, to the detriment of their education or work experience. Indeed, while Peruvian women, twelve years and older, devote 39.28 hours per week to their homes, men spend only 15.53 hours. In other words, for every hundred hours in the case of men, 76 are devoted to paid work and 24 to domestic work; in the case of women, only 48 are engaged in paid work and 52 in domestic work. And although it seems that men work more than women, the truth is that women have a global workload of 9.22 hours more than men (ENUT, 2010). Clearly this is an imbalance that harms women, proving an unequal relationship.

But why do they do it? Why do women invest more time taking care of the household, if men and women are equal members of the household? Is it their obligation? As shown in Figure 4, there are many unequal gender norms that condition women to perform household chores and family care, to the detriment of their personal training or professional development. This is because women have historically been taught that their primary role is family care, and this reaches even the most educated and professional women. In short, the analysis of time use shows an unequal relationship between men and women in the dedication to the home. A similar trend similar exists in about twenty countries in Latin America, where having children increases the weekly workload of women between 14% and 31%, something that is not the case with men (Velazco, Velazco & Berrocal, 2013; Aguirre & Ferrari, 2014).

Companies are not immune to social inequities. Due to the systemic nature of society, the inequities suffered by women in society can have a significant impact on the performance of productive enterprises. And this is precisely the opportunity to reconcile Gender Theory with Business Theory. Considering only the gender gap in domestic chores, this unfair order can reduce the business function in four possible ways: 1) this division distorts management decisions, 2) the double working day af-

fects productive performance, 3) it increases levels of labor presenteeism and 4) it reduces the labor demographic renovation in the medium term.

The first and most notorious of the consequences is that gender socialization – which defines women as responsible for household care – is still a very common stereotype in management, which tends to hire fewer women or invest less in their training and development, especially when these women are of childbearing age. This social inequality is internalized within the organizational culture as a pattern of inequitable management (PIM) and often goes unnoticed.

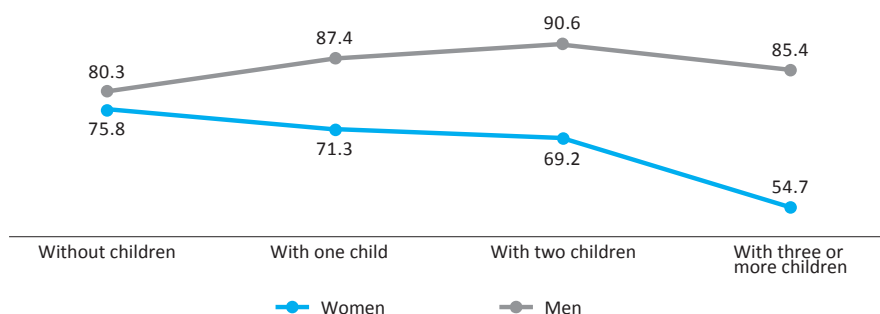
A second consequence is that the double shift (paid work and unpaid domestic labor) that women have, exhausts them physically and intellectually, decreasing their performance and productive energy at work. It is like having two full-time jobs, with no possibility of rest between them and without the enjoyment of labor rights or vacations in domestic work. Caregiving obligations and all the concerns that they entail (leaving children alone, picking them up from school, visiting the hospital, etc.), diminish the productive performance of women, increasing the odds of occupational illnesses such as stress, burnout and depression.

A third consequence is that gender stereotypes in many women cause feelings of guilt, feelings that they have “abandoned” their children or that they are “bad wives” or “bad mothers”. Although many women may hire nannies or care assistants, feelings of guilt or anxiety do not disappear, increasing levels of presenteeism and work distraction.

These three consequences may explain why there are still few women in top management, and why they tend to abandon their careers or choose part-time employment. As shown in Figure 3, the majority of working women do so because they do not have children, while men work in spite of them. Thus, as the number of children increases, the number of women managers decreases and the number of men in management increases. Why so? The only explanation is that someone “subsidizes” the percentage of care that corresponds to the children of the men. That is, someone assumes – without financial compensation for this – the father’s obligation in the care of his children or other dependents. This is not the case for women managers, who are forced to give up their careers to fulfill their domestic “obligations.” Some studies find that all the male spouses of the female managers work full-time, whereas the wives of male managers are mostly housewives and part-time workers (Molina & Núñez, 2012).

Figure 3

Rate of employment for 25 – 54 year old men and women in Europe, by number of children (2009)



Source: Prepared by the author based on Eurostat News Release (2011). Women and men in the EU seen through figures. 3/6/2011.

Finally, a fourth consequence is that, due to gender stereotypes, more and more professional women decide not to have children, to have fewer children or to postpone childbearing. These three behaviors can significantly affect the generational demographic renewal, resulting in medium term economic costs caused by a reduction in working-age populations and increases in the social security burden (Roa, 2012; Moody's Investors Service, 2014). In addition, postponing childbearing brings enormous personal costs to women, due to the subsequent use of assisted reproductive services, as well as the impoverishing effect of single parenting (Roa: 2009, 2011, 2012). Because of the increased frequency of obstetric and neonatal complications in these circumstances, companies incur greater costs associated with health care, absenteeism and presenteeism.

In conclusion, equitable business organizations are designed on the principle of equity, without discriminating between men and women, assuming that both are on an equal footing and are "ideal partners". That is why companies oppose proposals for quotas or "apparent" favoritism towards women, or reject the term "violence against women", because they come across as discriminatory against men. However, as has been shown, men and women do not live under the same conditions. Rather, there is a gender inequity that harms women yet remains unnoticed because for centuries it has been assumed that reproduction and the domestic arena are the natural function and responsibility of women. In addition, management does not receive adequate training on gender and equitable business practices. Thus, ignoring this reality, or assuming that it does not exist, creates conditions which put women in vulnerable situations in companies, significantly affecting their productivity. The productive companies that are aware of these facts, and that create policies and mechanisms to reconcile conflicts between the demands of work and personal life

for women and men, significantly improve their performance indicators (Heymann & Barrera, 2010; Blades & Fondas, 2010; Shipman & Kay, 2010; Clinton Foundation, 2014). For example, in a 19-year longitudinal survey in 215 Fortune 500 companies, it was found that companies with the highest participation of women at all levels of management, and with better policies to promote gender equality, had a higher return on equity, higher productivity and superior profitability (Shipman & Kay, 2010).

Now that it has been demonstrated that equity is a basic principle of Gender Theory and of Business Theory, it becomes necessary to explain how the prevention of VAW can foster organizational equity. To do so, it is necessary to determine the relationship between violence and equity, and to create an operational definition that will serve as a basis for implementation.

1.3. Operationalizing inequity: How does it relates to violence?

According to Gender Theory, inequality in power relations between the sexes is the cause of violence against women; and this inequality is maintained because it is justified or tolerated socially (Arisó & Mérida, 2010). According to this explanation, inequity is the cause of violence; and the cause of inequity is a system of patriarchal beliefs. Although conceptually this relationship is correct, in operational terms it is still not precise. Here are some assumptions that may facilitate its operational definition:

- The very definition of inequity is too broad. It is more convenient to select the core aspect of it, which may be the difference in the power to exercise one's rights. If there is an imbalance in that power, to the detriment of one party and to the benefit of another, then there will be subordination. **With a focus on unrestricted exercise of rights, subordination would be the heart of inequity.**
- However, subordination alone is not sufficient for inequality, since there may be temporary subordination by mutual agreement (in the case of employment contracts, for example). **For subordination to be unfair, there must be an imposition contrary to the will of the disadvantaged party.** In that sense, violence would be the instrument used to establish and maintain subordination. Operationally speaking, violence would no longer be a variable distinct from inequality, but an element of it, which makes maintaining the subordination possible. It is conceivable, then, that violence would be used mainly as a deterrent to acts of "insubordination" or "rebellion", and would decrease in intensity when subordination is accepted.
- Therefore, for inequality to be maintained over time, it needs social and cultural contexts that justify and reinforce it; otherwise the continuous and extreme use of violence can make it too expensive to obtain unjustly gained privileges.

- By definition, inequality is not triumphant. It brings privileges to one side; but they are unfair privileges, at the expense of the loss of resources of the other side. Subordination, then, must carry a cost, a loss of opportunity to generate wealth. And since violence is an instrument to subordinate, it must also carry a cost as a consequence of the harm done. Inequity, therefore, must lead to impoverishment due to emerging damages and loss of profits.

Thus, it is possible to understand that when there are inequitable power relationships, rights are always restricted and privileges are given (subordination), which are maintained by the use of coercion of personal freedom (violence). This results in an extraction of wealth and impoverishment from the oppressed (impoverishment). Over time, the whole system is justified by the creation of “theories” that make subordination, violence and impoverishment appear “natural” or “unavoidable” (context of justification). Let us analyze each of the logical elements of this definition:

Element 1: Subordination

Subordination consists in restricting the rights of many through the assignment of privileges to some. Subordination is synonymous with exploitation and restriction of rights. There are three typical indicators of subordination:

- a. **Excluding** subordinate people from exercising certain rights (e.g. voting, education, property).
- b. **Discrimination** in access to resources and opportunities (e.g. fewer female managers, fewer women in the exercise of power).
- c. The **obligation** to assume certain responsibilities (e.g. home care obligations).

In an equitable relationship all have the same rights and duties and there are no privileges for any of the parties. In an unequal relationship, some have privileges over others, creating an imbalance of power that affects the exercise of rights and freedoms of others (Johnson, 2005; Vara, 2014). In the end, those who have the privileges will fight not to lose them and will have a constant motivation to stay in the dominant position. It should be emphasized that for subordination to be maintained over time, inequitable institutions tend to distribute matrixed privileges in microspheres of relative power. Thus, there will be people (not just men, but women), at different levels and in different contexts, who will actively fight to maintain the unequal status quo.

For example, one indicator of subordination is the fact that until less than 150 years ago women did not have the right to own property (something that prevailed throughout the world until the end of the nineteenth century). In Peru, women could not leave the country without their husband’s permission until the 1970s. Until the 1950s women were not entitled to vote and until 1984 they were obliged to bear the husband’s surname preceded by the possessive preposition “of”. In some countries, there are still absurd restrictions, such as those in Saudi Arabia, where women cannot drive cars, even though they can afford to buy them, women can on-

ly go out with their husbands or fathers, and they cannot work, because they would share spaces with men. Within the organizational sphere, subordination manifests itself in that lower paid and less productive jobs are assigned to women, and there are still few women on the boards of directors and in business management. In the end, women who are mostly under the command of men, an inescapable indicator of subordination.

It is easy to see how, throughout history, the subordination of women to men (their partners) has been and continues to be a reality in the world. Gender inequality has been so widespread that it has even been accepted as natural, to such an extent that it has the protection of the law (see Figure 4).

Element 2: Violence

Subordination could not be maintained without a mechanism that makes it possible. Therefore, the other essential element of the inequitable system is violence, understood as any act or omission intended to harm another person to act against his or her will. Violence restricts personal freedom and is the means used by unfair institutions to maintain subordination. It can take many forms: duress, coercion, threat of harm, verbal abuse, physical abuse, sexual assault, control of resources, symbolic violence, among others.

Inequality and violence have a direct and inevitable relationship. At the macro level, for example, the Global Peace Index, obtained from 162 countries, correlates directly with the Gender Equity Index. That is, the more peaceful countries are also those where greater gender equity exists (Ekvall, 2013" Finley, 2013). In this context, entrepreneurship will be strengthened to the extent that equity and peaceful relations are a constant. Where greater gender equity and free exercise of rights exist, more entrepreneurship and development will exist (Economic & Social Rights Empowerment Initiative, 2014).

At the micro level, the inequity-violence relationship is most evident in intimate partner relationships. Just as inequity is still present throughout the world, so is violence. Globally, three out of ten women suffer physical and sexual violence from their partners (WHO, 2013); which does not consider psychological and economic violence, subtle forms of violence that are equally destructive. In national surveys that consider all types of violence, not only physical or sexual violence, the percentage of women who suffer violence by their partners is six out of ten in Ecuador (INEC, 2011) or seven in ten in Bolivia (INE, 2010). In addition, it has been found that VAW is more prevalent in societies characterized by high gender inequality and patriarchal ideology, especially those with favorable attitudes towards VAW and strong male control mechanisms. On the contrary, VAW is consistently low in those countries where women have greater participation in the economy and where there are laws and practices that favor their entry into the labor force. In countries where there is labor openness – but there are still discriminatory ideas and laws on inheritance, child custody and divorce – VAW maintains high levels (Heise, 2012).

Figure 4**Evolution of some women's rights obtained in the last 200 years, which shows the changes in the subordination of women in society****1800 – 1899**

- Sweden: Women with businesses can now decide on these issues without asking the husband for permission. England: Public whipping of women was abolished.
- United States: Women may own property but cannot yet administer it, unless the husband is disabled.
- Great Britain: Divorced mothers can now have legal custody of their children.
- United States: Single women can now own land and trade.
- Sweden, Denmark, Austria: The teaching profession is now available for women.
- Sweden: Men are prohibited from abusing their wives.

1900 – 1949

- Colombia, Iran, Turkey, China, Japan, Peru, Cuba, Bulgaria: Women can now study in universities.
- Haiti, Belgium, France: Women can now study medicine or law.
- Sweden: The use of contraceptives is legalized.
- Denmark, France: Single women can now be legal guardians of their children.
- Bolivia, Cuba, Honduras, Mexico: Divorce is legalized.
- Sweden: It is forbidden to terminate a woman's employment because she will marry or have children.
- Japan: Women can now participate in political life.
- Thailand, Portugal: Mandatory basic education for women.
- Belgium: Women can be witnesses in court.

1950 – 1969

- Canada, Peru, El Salvador, Mexico: Women can vote in elections.
- France: Women can now work without the husband's permission.
- Argentina, Portugal, Guatemala: The minimum age for marriage is established.

1970 – 1989

- Spain: The requirement for a woman to have the husband's permission to work, own property or travel abroad is abolished.
- Peru, Chile, Bolivia: The minimum age for marriage is established.
- Paraguay, Switzerland, Spain, Dominican Republic, Austria, Zimbabwe: The requirement for married women to have the husband's permission to initiate legal or other proceedings is abolished.
- Bolivia, Ecuador: It is legalized to have separate finances in a marriage.

1990 – 2014

- Namibia, South Africa, Botswana, Lesotho, Brazil: The husband's marital power over the woman is canceled.
- England: Marital rape is declared illegal.
- Mozambique, Benin, Angola, Rwanda: The requirement for married women to have the husband's permission to initiate legal or other proceedings is abolished.
- Nepal: Married daughters under the age of 35 can now inherit property.

Source: Prepared by the author based on Olsen (1994), *Women at Work Museum and The Women's Timeline*, Metropolitan Manchester University.

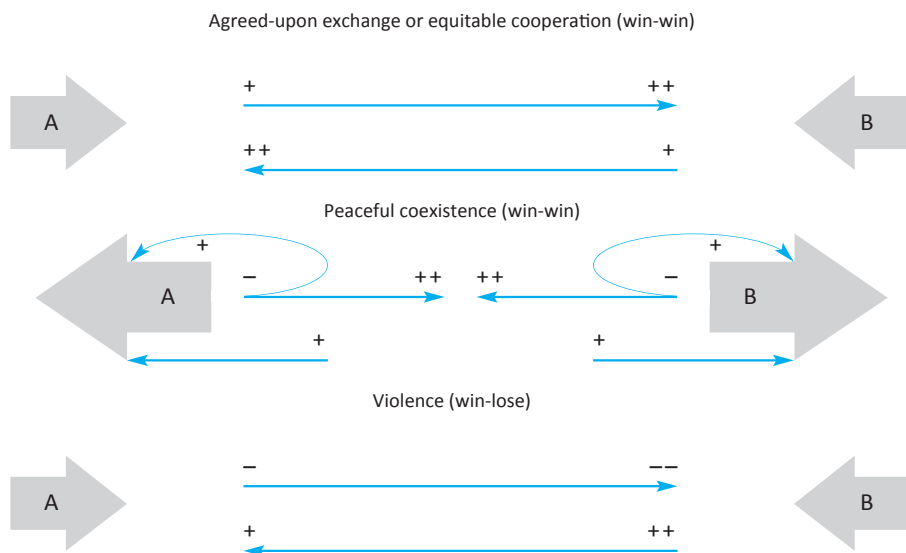
Element 3: Impoverishment

Because of subordination and violence, there is an extraction of wealth; a subtraction of resources and capacities which results in impoverishment. Subordination restricts access to resources and opportunities, and violence destroys people's capabilities and subtracts resources, for the damages and aftermath it produces in the short and long term. That is why violence is an instrument of domination that has a double effect: a) it installs subordination by force; and b) it maintains subordination through the dependent relationships created by the loss of resources and capabilities it causes.

Violence is an instrument to restrict freedom, and any form of restriction of freedom is contrary to development. For more than 20 years, international evidence has shown strong correlations between the indices of economic freedom and economic growth (Moore & Griffith, 2015; Sánchez, 2013). Countries with more freedom and guarantees of full exercise of rights grow the most economically. Similarly, countries with greater gender equity have greater economic productivity, human development and organizational performance (World Bank, 2011).

As shown in previous sections, equity always generates wealth, so it is antithetical to violence. Equity operates under concerted exchange and peaceful coexistence, while inequality operates under violence (see Figure 5). Win-win is the habit of abundance and successful cooperation, because it generates more benefits for all, as it organizes the effort and work of the parties. Inequitable institutions, on the other hand, violate this principle, for they use violence to subtract wealth rather than create it, causing loss of resources and diminishing the capacities of subordinate parties.

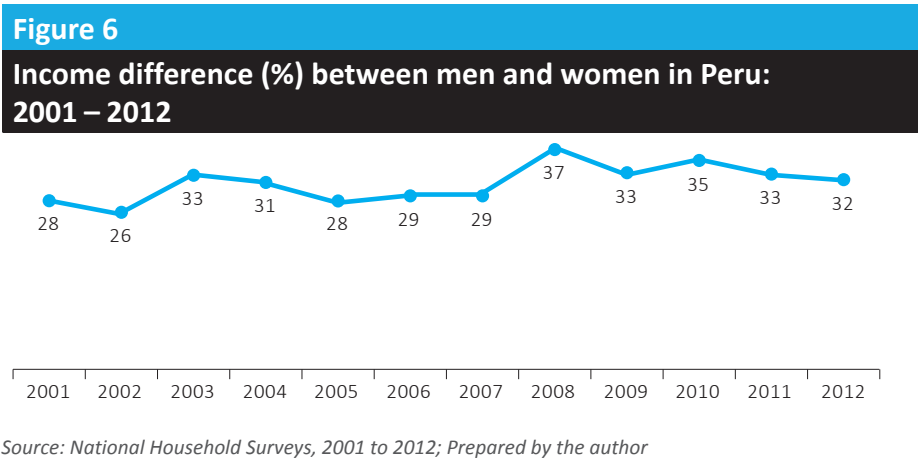
Subordination and violence cause impoverishment, so women, who have historically been subordinate to men, are poorer and have fewer resources available. Indeed, statistics show that there are more women than men in extreme poverty. According to global statistics, women make up 70% of the world's poor. In Peru, women also earn 30% less than men for the same work, and these values have remained stagnant over the last decade without significant variations (see Figure 6). On the other hand, according to data from time-use surveys, women have less time available to educate themselves, to work and to participate in politics, because they spend more hours caring for the family and the home (ENUT, 2010).

Figure 5**Application of the principle of equity to general forms of human relations**

Agreed-upon exchange: To exchange resources, both A and B must offer valuable and complementary goods or services for both. Both parties reach an agreement on the conditions of the exchange, voluntarily and with freedom of choice. Peaceful coexistence: A and B desire goods or services of the other party, but do not reach an agreement on the conditions of exchange, because they are not satisfied with the profit. Both parties withdraw and seek other possibilities of exchange, or enrich their goods and services for more profitable future exchanges. Violence: B has goods or services that A wants, but A does not offer anything in return, as it has no goods or complementary service for B. Then A uses violence to violate B's will and force him to deliver his goods or services. B loses valuable resources and, in addition, receives damage resulting from violence, affecting its capabilities and well-being. A also loses indirectly, because it has stopped creating wealth to exchange with B. Source: Prepared by the author, based on Kofman (2011).

When societies get rid of inequitable institutions, they gain wealth. Women's labor participation promotes the economic growth of a country (Loko et al., 2009; Cu-beres & Teignier, 2012; Klasen & Lamanna, 2009). There is no doubt that the pa-triarchal inequitable system impoverishes women, but it not only them but their communities and nations as well. So, if women were not currently working, the world would be 30% poorer (World Bank, 2012). Based on data from the Interna-tional Labor Organization (ILO), Aguirre et al. (2012) have estimated that of the 856 million women with the potential to contribute fully to their national economies, more than 812 million live in emerging and low-income countries which are, coinci-dentally, highly patriarchal. Per capita GDP losses attributable to gender labor gaps (in an analysis covering 88 countries) are strongly correlated with each other. Coun-tries with the highest gender labor gaps are those with the highest per capita GDP loss: up to 27% in the countries of the Middle East and North Africa, 23% in South

Asia, 17% in Latin America and the Caribbean, and 15% in the rest of the world (Cuberes & Teignier, 2012).



Element 4: Context of justification

The fourth ingredient of inequality is the socio-cultural support that underpins the other three ingredients. This context is the justification or explanation – erroneous but accepted – social, cultural, moral, economic or any other type that inequitable institutions use to validate their modus operandi. With the context of justification, unjustifiable thoughts, attitudes, ideas, feelings and behaviors – whose true motives are unacceptable – become tolerable and even “desirable” to society. The contexts of justification feed on established ideologies, common morality, philosophical conceptions, religious doctrines, political convictions, social prejudices, etc., to legitimize daily inequality and generate strong resistance to change.

The power of the context of justification increases with time, because it tends to be internalized and accepted as natural. This makes the use of physical violence (as a means of oppression) unnecessary, since it has been replaced by symbolic violence. This is one of the reasons there is a curvilinear relationship between violence against women and empowerment. When empowerment is non-existent or – at the other extreme – is achieved, physical violence does not exist because it is unnecessary, has no place or is no longer tolerated. However, when a woman is empowered, her partner can react violently, increasing preexisting levels of violence (Vara, 2014). It is the women who rebel against inequality who suffer the most physical violence; those women who accept it do not suffer physical violence, since even symbolic violence, with strong control mechanisms, is effective.

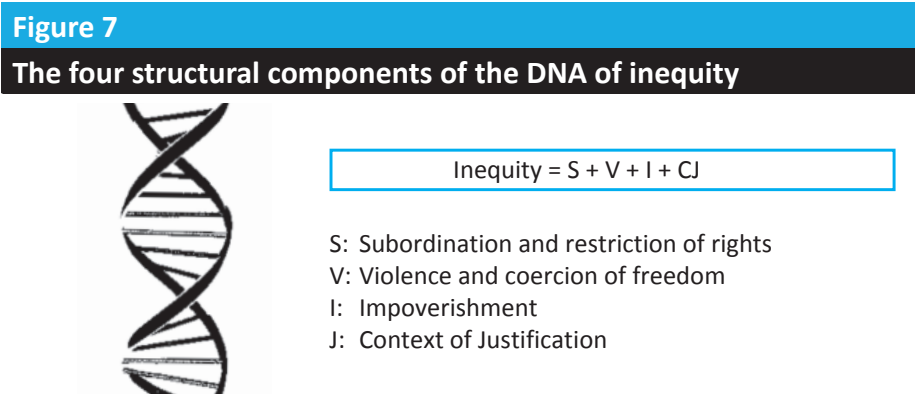
Throughout history, there have been several theories and ideologies that justify the inequitable relations of subordination of women, the use of violence against

them and impoverishment. Equitable capitalist enterprises have broken many of these ideologies, opening their doors to women. For example, the first textile companies hired mainly women (Valenze, 1995; Honeyman, 2000), and during the Second World War, women worked in professions and trades traditionally held by men (Johnson, 2014). A successful equitable enterprise does not care about hiring men or women; it is interested in productivity and good performance. That is why the economically active female population has increased significantly during the last decades, with a growth rate even higher than that of men. And their incorporation has not only occurred at the operational level, but also at the managerial level, as the percentage of female managers increases year by year (McKinsey, 2013).

1.3.1. The DNA of inequity

From what has been said, it is possible to define inequity operationally using only four interrelated elements: a) subordination; b) violence; c) impoverishment, and d) the context of justification (see Figure 7).

In this structure, the four elements are linked and synchronized: subordination is the fact, violence is the means that enables that fact, impoverishment is the consequence and the context of justification is the cultural reinforcer that maintains the system. Thus, the basic formula of inequity would be: Inequality = Subordination + Violence + Impoverishment + Justification.



Note: 1) subordinate relationships that restrict rights and give privileges are maintained by 2) violence and coercion of personal freedom, resulting in 3) the extraction of wealth and impoverishment. The whole system is reinforced by 4) a context of justification. Source: Prepared by the authors.

As an example, in Table 3, a typical inequitable action (sexual harassment at work) is decomposed to see the usefulness of the concept.

Table 3
The elements of the inequitable system that affect the business function, using sexual harassment at work as an example (type III violence)

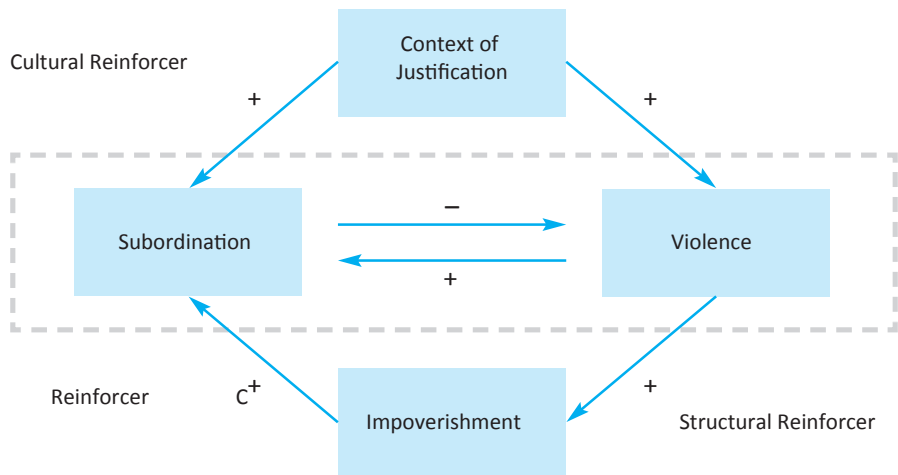
Subordination (fact)	Violence (instrument)	Impoverishment (consequence and structural reinforcer)	Justification (cultural reinforcer)
• Labor relations of dependency and hierarchy among subordinates and bosses, necessary for the company to function in line with a mission, now – thanks to the patriarchy – extend to personal subordination. • The company empowers the boss to make decisions (continuity or promotion), but only to reward good performance and discourage poor performance. When abuse of power arises, continuity or promotion no longer depends on the female employee's productivity, but on the boss's personal whim, which demands "sexual subordination." • This privilege, unrelated to the power granted by the company but which the patriarchal inequitable system "authorized", restricts the sexual rights of the female employee, who is affected by sexual coercion to lose her job or a promotion.	• The fact is noticed when a scandal occurs or a there is lawsuit against the company for sexual harassment (initiated by the victim). • However, there are many indicators of violence at work, and they go through phases that affect the business function: • In early stages, the victim is given "privileges" or unjustified attention, with propositions or innuendo. • The original duties and functions of the post are diverted to create conditions or environments favorable to harassment (e.g. changing shifts, unplanned trips, relocation, location, tasks). • If the victim confronts or rejects the attention, the period of harassment begins in the work environment, with verbal or psychological attacks, deteriorating the work climate. • Attacks can be exacerbated by sexual blackmail or the threat of dismissal.	• There is impoverishment for all parties. The harassed worker loses when she suffers arbitrary dismissal, affecting her personal finances (loss of salary or promotion), her emotional well-being (damage to mental health) and her professional reputation (colleagues' and future employers' impression of her is harmed). • The company also loses, not only because of the consequences of the lawsuit (compensation), but also because the company loses a valuable woman employee, who has been dismissed for reasons beyond her performance (turnover costs and opportunity costs). • For fear of loss of employment, the woman may yield to the pressure of the boss, subordinating herself sexually. In this case, impoverishment would be a structural reinforcer of subordination, with the consequent deterioration of the whole labor relationship and productivity.	• "Money prevails over feelings", "Power attracts women", "You have to show her who's boss", "These are just privileges of the boss". • "It was not harassment, I was just being considerate, chivalrous or flattering." • "She was asking for it by wearing those provocative dresses to the office. I only acted like a man. " • „She was using me to get promoted, flirting all the time, and when I reciprocated, she got angry." • "This is normal, everyone does it. But here they made a scandal over nothing."

Source: Prepared by the author

Operationalizing the concept of inequality through the identification of its DNA facilitates the work with companies, since this formula can serve not only to diagnose how inequitable a company is, but also to construct strategies of commitment and action to prevent VAW within them. To use it as a tool for diagnosis and change, the interaction between its four elements must be considered. Many useful postulates to build arguments and technology of organizational change can arise from this interaction. Needless to say, each postulate must be backed up with evidence of support. As an example, the following postulates, consequences of Figure 8, have been used to construct the management model:

- If there is violence, then there will be impoverishment; not only of the person attacked, but also of the organization or institution involved. Therefore, existing levels of violence can be determined and then the economic costs of the violence can be estimated (decreased productivity). This demonstrates that preventing violence against women in companies will significantly reduce production costs (cost argument) and improve the quality of life of staff (welfare argument).
- If there is violence, then there will be a context of justification that reinforces it culturally; not only from the ideas or beliefs of the aggressors, but also from the presence of inequitable management patterns in the organization. Therefore, patterns can be identified and their impact on the efficiency of the business value chain can be determined. From this it can be shown that, through a cultural change in the organization, not only will the VAW be reduced, but also the inequitable management patterns. Thus, VAW prevention can be strategic not only to reduce costs but also to add value (strategy argument).
- If there is violence, then there will be subordination that is sustained by it. Subordination will be manifested in discrimination, exclusion and compulsion; and will also be justified by a cultural context and reinforced by the scarcity of resources and capabilities of the victims. It is then possible to identify the labor force diminished by inequity (lost cost-opportunity) and to demonstrate that guaranteeing an equitable organizational system will not only reduce VAW but will also recover labor value by creating an attractive environment for diversity, improve organizational reputation and take advantage of highly gender sensitive markets (identity and strategy argument).

Figure 8
Relationships between the DNA components of inequit



Note: Violence is an instrument to maintain subordination. As a side effect, it produces impoverishment, which becomes a structural reinforcer of subordination. Both violence and subordination are nurtured and reinforced in a context that justifies them. The relationship between subordination and violence is curvilinear, so they have positive and negative relations at the same time. Source: Prepared by the authors

2

HOW TO INVOLVE COMPANIES IN THE PREVENTION OF VIOLENCE AGAINST WOMEN?

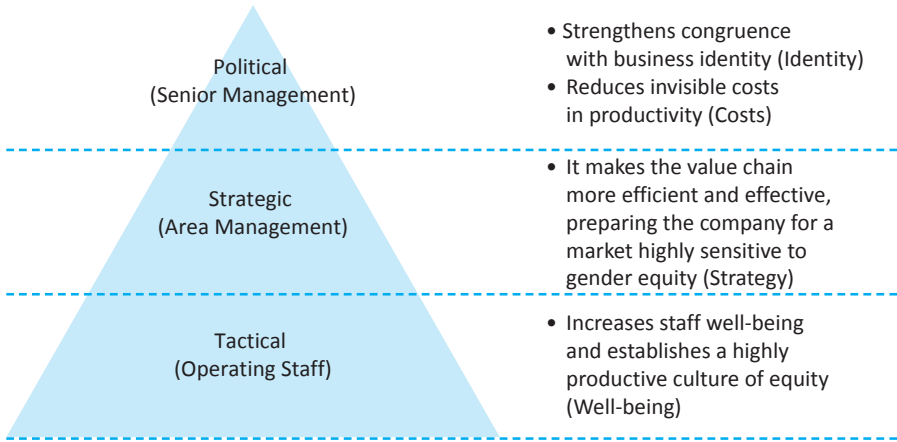
A conceptual framework
to overcome the engagement gap

Why should companies prevent intimate partner violence against women? Is it not the responsibility of each person to ensure their own personal safety? Is the care and prevention of VAW not the responsibility of the State? Why should companies have to take resources from their core business activity to address a problem unrelated to productivity? Does the company have the right to intrude on how staff solve problems in their private lives? These are typical questions that businesses ask when they are invited to become involved in violence prevention. Knowing how to answer them strategically can mean overcoming the engagement gap.

For many years, VAW has been considered a private problem, where people outside the relationship are not entitled to any interference (Arisó & Mérida, 2010). This same idea has remained within companies, where the problems and personal difficulties of employees are not considered management's concern. Apparently, there would be no reason for companies to assume the prevention of partner violence against women and, beyond the company's goodwill, VAW prevention would have no place in the business. Nevertheless, contrary to what is thought, there is strong evidence that makes preventive action by companies urgent. These reasons arise from the fusion of Gender Theory (a conceptual and theoretical model with more than five decades of development, which seeks equity in human relations) and Business Theory (a theory with more than one hundred years of development, which explains the profitability of organizations).

Figure 9

Why should companies invest in the prevention of intimate partner violence (IPV against women)?



Source: Prepared by the author

In the previous chapter it was demonstrated that both theories share a common principle that makes coordinated work with companies a possibility. Equity is a compatible principle between these two worlds and, together with its DNA (its basic formula $[I = S + V + E + CJ]$), provides the foundation of the argument to involve companies in the prevention of VAW. For this reason, four arguments for VAW prevention in companies will be presented, the strength of each depending on the level of hierarchical performance of the organization and its particular interests (see Figure 9).

- At the political level, top management – where philosophy, vision and business mission are defined, and where new business scenarios are set – there are two reasons to prevent VAW: (1) congruence, that is, prevention of VAW does not contradict the corporate identity; on the contrary, it strengthens it; (2) hidden costs, i.e. prevention of VAW is not an investment without return; on the contrary, it reduces invisible costs in productivity.
- At the strategic level, of the area managers, where the daily activities of the company are managed and the philosophy of top management is realized; (3) the prevention of VAW is not outside the strategic business function; on the contrary, its application makes the value chain more efficient and effective, preparing the company for a market highly sensitive to gender equity.
- At the operational level of employees, (4) VAW prevention is not an intrusion into the private life of staff or a distraction from their daily functions. Instead, it is

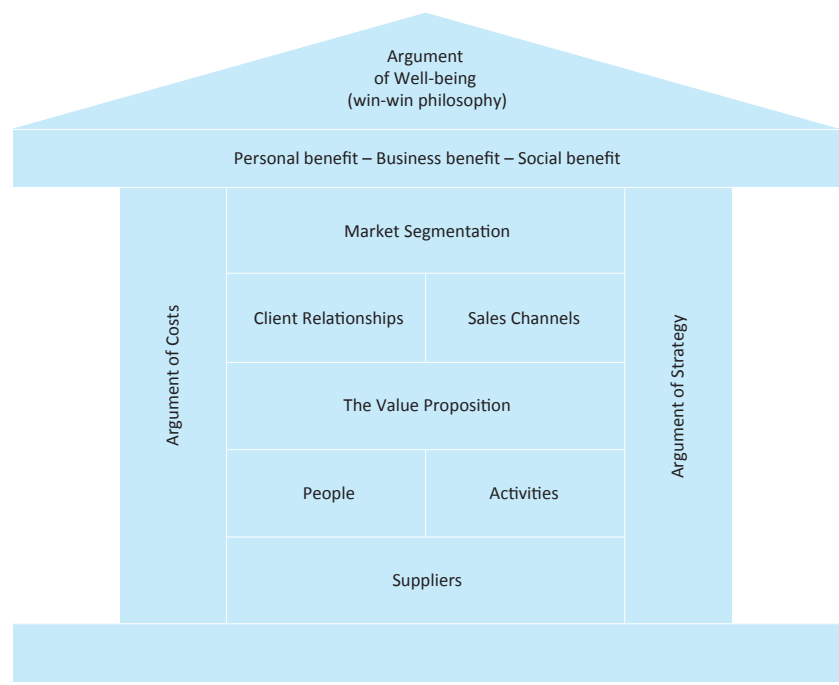
a way to increase their personal well-being and facilitate their concentration for better performance, with the consequent commitment to the institution and the creation of a culture of highly productive equity.

- These four arguments, born of the postulates of the inequality formula, are positioned within the pillars of the business models of companies. Indeed, business organizations are based on values that define their identity and organizational culture. These values form the basis for business strategies in each of their key links and processes, which are aimed at achieving results and economic impact.
- The identity argument is anchored in the values that define equitable enterprises, demonstrating that successful business function is almost impossible if violence in any form remains. The identity argument is the foundation of the model.
- The cost and strategy argument is anchored in the value chain of the business, since the VAW can make it inefficient. And the cause of VAW, inequality, may be limiting its capacities. These arguments are the action columns of the model.
- The well-being argument is anchored within the expected result that, under a win-win philosophy, improves the quality of life of the staff and improves the profitability of the company.

2.1. Argument of identity: Violence is contrary to the business function

As presented in Chapter 1, equitable ventures risk considerable investment and resources to produce goods and services for the benefit of their clientele to obtain profitable remuneration. But how do they control the risk, given the high probability of loss? Apart from their own management ability, institutional security is the only form of security that the business sector has; i.e. the institutions where their rights are respected, where they have economic freedom and where there is legal certainty. Equitable companies are very sensitive to these variables. The more legal security and respect for corporate property rights are ensured, the more productive firms will be (Sánchez, 2013). An insecure environment – where authorities arbitrarily usurp the ownership of business, impose abusive, arbitrary or uncertain taxes, or impose laws in an excessive and unpredictable manner – creates conditions where companies die or leave.

Figure 10
Location of the arguments of prevention in the pillars of the business management model



Source: Prepared by the author

Because the principle of equity is the basis of the business function, non-violence is a prerequisite for sustainable business success, both in context and in practice. That is why there are business laws against violence.

2.1.1. Corporate context of non-violence

Equitable enterprises are governed by the rule of law, as the right to free enterprise depends on compliance with and obedience to institutional and legal norms. Equitable enterprises need a fair economic and legal system, in which their rights are recognized (Rand, 2006) to be able to accumulate capital, innovate and invest for the future. Entrepreneurship does not operate in a vacuum, it operates within a market where there is an institutional framework, economic and governmental laws. These rules are needed to protect the rights to life, liberty and property of all market participants. If this institutional framework did not exist, the market would not be able to function and there would be no business (Huerta de Soto, 2010; Kelley, 2009, Ghersi, 2009; Mises, 2007; Callahan, 2006; Marcelo, 2006; North, 2003 and Ayala,

1999; Ayau, 1991; De Soto, 1986). Business must create a successful business model and this only occurs where there is freedom, peace, harmony and respect for property rights. Harmony and peace are minimum conditions for profitability (Hamel, 2013; Ravier, 2006; Gorbaneff, 2004; Ellig, 1996).

On the other hand, all equitable enterprises are governed by contracts between free agents, without subordination or domination, because the relations are commercial and freely agreed upon (Mises, 2002), both outside (with other companies and clientele) and inside (with the staff). The equitable company is aligned with peace, harmony, cooperation; it requires them to meet its objectives (Sirico, 2001; Kaufman, 2013). Thus, violence is an activity incompatible with the contracting of natural resources, labor, capital and managerial talent. Obtaining these resources by force or coercion makes the company illegal and subject to legal sanction. Additionally, its social reputation would be affected as well as its productivity, since it would lack the freely given commitment of its personnel.

In the equitable company, as much outwardly as internally, negotiation happens under the law of supply and demand, always having the freedom to choose (Fisher, Ury & Patton, 2002). Equitable businesses are not obliged to sell at a predetermined price, and they depend to a large extent on how customers value their goods and services. Freedom of choice brings together the common interests of the companies and the clientele; and not with coercion, force, antagonism or discord (Benson, 2000, Acton, 2002, Rothbard, 2013). As a result, fair-minded companies try to convince, persuade, sell novelties and reward customers who choose them, since they have no other means than negotiation (Palmer, 2013), since violence in any form is unacceptable.

One sees, then, that the business function is based on solving problems and satisfying needs, and that a context of security and respect for rights is required to achieve this. Any kind of arbitrary imposition, coercion or force prevents or hinders that function. In short, violence, understood as the imposition by force or coercion, contradicts the entrepreneurial spirit, because it destroys it.

2.1.2. Business Laws Against Violence

Fair enterprises are peaceful, as violence is opposed to the business function. To prove this, there are five business laws that promote profitability and are contrary to all types of violence: exchange, cooperation, incentives, non-discrimination and productivity.

- **Law of exchange.** Free and voluntary relationships between companies and their clientele, and factors of production, are win-win relationships. In a free exchange, valuables are traded and what is always received is greater than what is delivered.

In this type of relationship, the wealth of both parties increases; when exchanging, nobody loses (Zanotti, 2012; Mises, 2002, 2005, 2007); Callahan, 2006). Violence is unacceptable here, because it destroys the lucrative and voluntary exchange, since one of the parties would force the other, generating losses.

- **Law of cooperation.** Although competition seems to be the basis of the business market, that is only one side of the coin, since it requires cooperation to assemble the various means of production. Cooperation encourages specialization and working together, because when each member adds value, he/she exchanges it and wins (Callahan, 2006, Friedman, 1980). Equitable enterprises create several links between the factors of production and clientele. Without cooperation to obtain raw materials, capital, manpower and managerial talent, the company could not manufacture goods and services for society, nor make them available to the clientele. If any of these factors are missing, the production chain comes to a halt (Ayau, 2004, Read, 1958).
- **Law of incentives.** Equitable enterprises are organizations that change the behavior of staff, promoting positive aspects and sanctioning the negative ones (Ayala, 1999). Companies are not only peaceful in origin and transaction; they are also peaceful in organization. Equitable enterprises promote positive social behavior and respect among their staff (e.g. punctuality, truthfulness, cooperation, etc.) and punish misconduct (e.g. corruption, lying, laziness, violence, etc.) through their codes and standards. The law of incentives is antithetical to violence.
- **Non-discrimination law.** Considerations of a racial, sexual, political or religious nature should not exist in any economic transaction because they can ruin the agreement between the parties. These issues, used in a negotiation or hiring process, jeopardize the profitability of the business (Skousen, 2009, Fisher, 2008), since discrimination is a type of passive violence, making a distinction or segregation that undermines equality. Although discrimination is often unconscious – based on socially accepted prejudices and stereotypes – equitable companies are naturally inclined to reward in terms of productivity, not based on privilege or reasons other than performance. To do otherwise generates dissatisfaction and diminished performance in the medium term (Messick & Cook, 1983; Adams, 1965).
- **Law of productivity.** Companies expect to generate more wealth with the same resources, because they make sure that factors of production perform to the maximum, especially human resources (Vargas, 2012). With the development of research in personnel management, it is now known that occupational health and safety, training, well-being and a positive interpersonal environment have a direct impact on productivity (Sims, 2007; Lengnick-Hall & Lengnick-Hall, 2003). Companies invest considerable sums of money trying to optimize staff performance, so when they identify variables that can affect performance, they try to control and

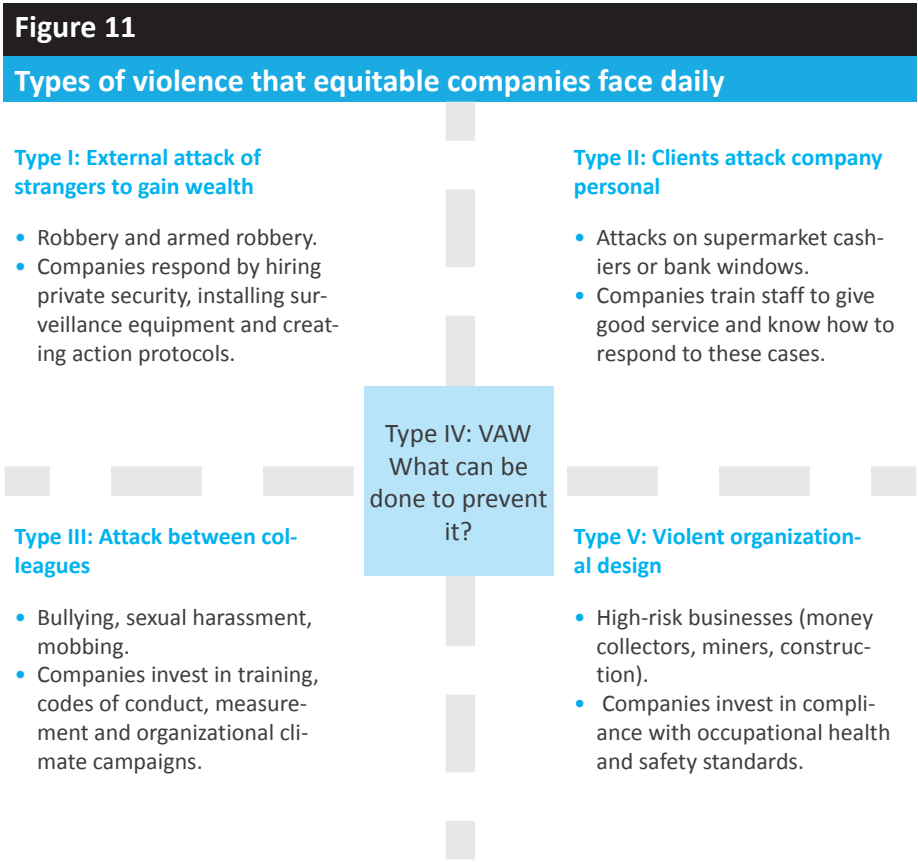
minimize them. According to this law, if it is shown that VAW affects staff productivity, companies will invest in its control and prevention.

Just as the business principles of cooperation, exchange, incentives, non-discrimination and productivity demand a certain level of external-internal congruence, how can violence be allowed within enterprises if it is contrary to its very nature? Equitable enterprises are systemic organizations; what happens at one level affects the other levels (Wallis, 2010; Jackson, 2002). Just as legal and institutional security and the free exercise of rights – without abuses of any kind – are necessary to ensure the normal development of companies, within these organizations the same context is required to ensure congruent development. That is to say, if personnel do not have minimum conditions of security and protection in the face of uncertainty and violence, their productivity will be significantly affected, impairing the entire organizational system.

2.1.3. The five types of violence that threaten companies

Every day, equitable companies are confronted by five types of violence that threaten the safety of their personnel and violate their productive mission (see Figure 11).

Type I violence is where people outside the business break in to steal goods or resources, affecting the physical integrity of the personnel (e.g., robbers, pirates, armed criminals, etc.). Type II violence is where clients attack company personnel for various reasons (e.g. attacks on supermarkets, banks, clinics, etc.). Type III violence refers to attacks that occur between the staff, the bosses, the employees (e.g., workplace harassment, sexual harassment, etc.). Type V violence occurs when conditions of vulnerability are created because of the way the company is organized (e.g., mining companies that endanger the health of their personnel and violate their social and family ties with their 21/7 work system). And, finally, type IV violence, which is where personnel are attacked by someone from their personal environment; in this case, by their partner or former partner.



tionships is a matter that does concern them, when they see its negative impact on productivity (Vara, 2013).

On the other hand, it is not that the violence women suffer in their personal relationships stays there; i.e., remains outside the company. On the contrary, the VAW breaks the boundaries of the company, invading its work environments. From the analysis of 211 Peruvian companies, it was found that two out of ten VAW attacks are carried out while women are working, through telephone harassment, or verbal and physical attacks on the premises or upon leaving them (Vara, 2013). Similar results were found in another national business cost study for Bolivia, where four out of ten partner attacks are carried out while the victim or the aggressor is working (Vara, 2015). The control and prevention of these types of attacks has nothing to do with “meddling in the private life of staff”. Rather, they can be understood within the logic of Type I violence; i.e. as attacks on the organization and, therefore, the company would have the obligation to align its resources to protect its personnel. In addition, when the partner or ex-partner attacks in the environments of the company, it not only affects the assaulted, but also their co-workers (Vara, 2013, 2015).

When conducting the study on VAW costs to business in Peru (Vara, 2013), most managers stated that there was no violence against women in their companies; that is, there were no female employees who suffered violence from their partners. However, the study results showed that managers were only seeing one in ten cases and – almost always – when these cases had already had a large negative impact on productivity. The VAW was invisible before management’s eyes. This is predictable since there are many reasons VAW can become invisible within companies (see Table 4). On a personal level, fear, distrust, impotence and denial of the female employees are the main reasons. At the organizational level, the absence of a policy of action in cases of VAW and lack of management training to detect cases of VAW are the main reasons.

Because violence is contrary to the business function, businesses must not only dedicate resources and efforts to the best known four types of violence (I, II, III and V), but also to type IV violence, since it is present and as pernicious as the others. That it goes unnoticed makes it even more expensive, because it is like a cancer that attacks silently, invisible for a long time, but destroying the business function. Evidence of this is that intimate partner violence (IPV) against women is the most expensive type of violence that countries deal with worldwide, with losses exceeding 5.2% of the world’s gross domestic product; much more expensive than wars, terrorism, interpersonal violence and all types of homicide (see Table 5)

Table 4	
Reasons why VAW remains invisible within companies	
Personal	• Fear. She feels guilty for the violence she has suffered, is afraid of being criticized, afraid that her partner will find out and take revenge, afraid that she will be fired. • Impotence. She believes that nothing can be done, that the company cannot help her, that no one will understand. • Distrust. Confessing that one suffers from VAW can affect her image and reputation within the company, her image with friends, subordinates or bosses. • Denial. She underestimates the violence suffered, does not give it enough importance, believes that they are just normal fights or arguments in the relationship.
Organizational	• The company does not have a policy of protection or action in cases of VAW. • Management or supervisory staff are not trained to detect or deal with VAW. • The company believes that the “personal” problems of its employees do not pertain to the organizational purposes, they are private matters. Information and witnessing of VAW cases remains at the operational level (among colleagues and friends within each area) and does not reach managerial decision levels.

Source: *Elaboración propia.*

Table 5		
Comparison of global costs of all types of violence and VAW		
Type of Violence	Cost in USD (billions)	Cost as % of GDP
Collective (wars and terrorism)	167.19	0.19
Interpersonal (violent crimes)	1245.27	1.44
Homicides – total	700.5	0.82
Men	557.5	0.65
Women	105.3	0.123
Femicide (couples)	40.1	0.047
Children	37.7	0.044
Child abuse	3594.00	4.21
Sexual abuse of minors (reported cases)	36.8	0.043
Violence against women in relationships	4423.00	5.18
Sexual violence against women (reported cases)	66.7	0.078
Total	9533.00	11.16

Source: *Copenhagen Consensus Post: in Hoeffler & Fearon (2014). Prepared by Aristides Vara.*

Violence is the antithesis of productivity. That is why equitable enterprises are peaceful, because when violence is present in any form, the business function is weakened. Consequently, the prevention of violence against women in relationships is not an activity outside the functional identity of companies. On the contrary, it is an activity consistent with all the investment and expenditure made to avoid the five types of organizational violence.

2.2. Costs Argument: VAW generates invisible costs

In addition to identity, there is another cost-related argument: violence against women has a negative impact on productivity. Although VAW does not originate in the company, but comes from the context of a personal relationship, its impact transcends the personal sphere and affects the results of the business. Consequently, there is evidence to state that VAW is very costly for companies, but its costs are invisible, unidentified (Vara: 2012, 2013, 2014, 2015).

Invisible costs are sunk, retrospective costs that have been incurred in the past and cannot be recovered; but which are reflected in the price of the final product or service, or in the profit margin. Identifying these invisible costs and avoiding them, as is done with the control of production defects and shrinkage to control quality, is an intelligent action that results in a higher profit margin, a better competitive position for the final price of the product or service, and greater staff well-being.

In the study “Business Costs of Violence against Women in Peru” (Vara, 2013), the value added costs for enterprises, a product of VAW, amount to 6,744 million dollars per year, including costs to the victims, the abusers, and the colleagues who witness the violence. These costs represent 3.9% of the Gross Domestic Product; a very high value, considering they remain invisible and without any control intervention. VAW is omnipresent in companies and its economic impact, although invisible, is very significant. According to calculations made by Vara (2013), for every twenty female employees in a company, VAW affects at least ten as victims or abusers, as well as witnesses of VAW, causing 275 lost work days per year in presenteeism, absenteeism and turnover. This amounts to a full-time employee who does not work for a whole year or \$ 27,692 lost in value added.

2.2.1. The victims of VAW have higher absenteeism and presenteeism

Entrepreneurs generally consider staff turnover costs to be the highest produced by VAW. Although these costs are high (in Peru it is equivalent to \$ 5,000 for each case of VAW, a total of \$ 18.3 million per year), they represent only 1% of the costs resulting from VAW (Vara, 2013).

Table 6

Situations in which VAW causes productivity costs to companies, by agent involved

Categories of costs of VAW	Casustrary	Missed work-days per year (Peru)
Costs originated by the aggressors		
Tardiness and absenteeism	Operational posts: Do not produce in the established times because of delays in one of the links of the productive chain, creating “bottlenecks” and deficiencies in production.	35 days 26 % (Tardiness and absenteeism) 74 % (Presenteeism)
Presenteeism Use of company resources	- Directors: Decrease in strategic capacity. Midlevel staff: Deficiency in decision-making, coordination and control. - Operational position: Decrease in productivity and work performance; accidents due to lack of concentration in high risk jobs (example: use of heavy machinery). - Depending on the business, misuse of company resources can create various costs, for example: - Use of the telephone: If it is a service company as in the case of a Call Center, the service will be affected. - Use of the Internet: Medium to harass through email. - Use of vehicles: To stalk the partner / ex-partner. - Use of working hours: Harass the female victim or follow up after abusing the partner or ex-partner.	
Costs originated by the victim		
Tardiness and absenteeism	Operational posts: Do not produce in the established times because of delays in one of the links of the production chain (production factor), creating “bottlenecks” and deficiencies in production.	24 days 39.7 % (Tardiness and absenteeism) 60.3 % (Presenteeism)
Presenteeism Use of company resources	- Directors: Decrease in strategic capacity. - Midlevel: Deficiency in decision-making, coordination and control - Operational Position: Decrease in productivity and job performance, accidents due to lack of concentration. For example, in the textile sector they could suffer accidents with sewing machines or cutters. - Depending on the company’s business, the misuse of the company’s resources can create several costs, for example: - Use of the telephone: If the victim answers calls, it will affect her work activity. - Use of working hours: To go to the medical center, file a complaint or cover bruises in order to be able to go to work.	

Costs originated by colleagues who witness the violence		
Presenteeism Use of labor resources	• The presence of violence on the company's premises can create fear and feelings of insecurity among the witnesses. • The defamatory rumors created by the abuser, in defamation of the victim, can cause lost work time due to interrogation of work colleagues, verbal attacks, perception of danger, loss of credibility of witnesses and loss of staff authority. • Additional benefits to the victim: • Time listening to the victim. • Time attending to the assaulted in case of physical aggression. • Time supplementing the activities of colleagues because of the disability.	• Female witnesses: 17 days • Male witnesses: 9 days
Primary costs of staff turnover: • Costs of recruitment and selection, integration and training; costs of separation, indemnities, prepayment, liquidations. • Impact on production: Loss of production caused by the vacuum left by the departed employee, while not replaced; generally lower production, at least during the settling in period for the new woman employee; initial insecurity of the new employee and interruptions in the work of colleagues. • Extra-labor cost: Extra staff costs and overtime to cover the existing gap, or to cover the initial deficiency of the new employee; additional production time caused by the initial deficiency; additional supervisory time for integration and training. • Extra-operational cost: Increased errors, repetitions and quality control problems caused by the inexperience of the new woman employee. • Business losses: The image and business of the company can suffer deterioration because of poor product quality, due to the newcomer's inexperience.		

Source. Prepared by the author based on corporate VAW studies. Peru, Bolivia and Paraguay.

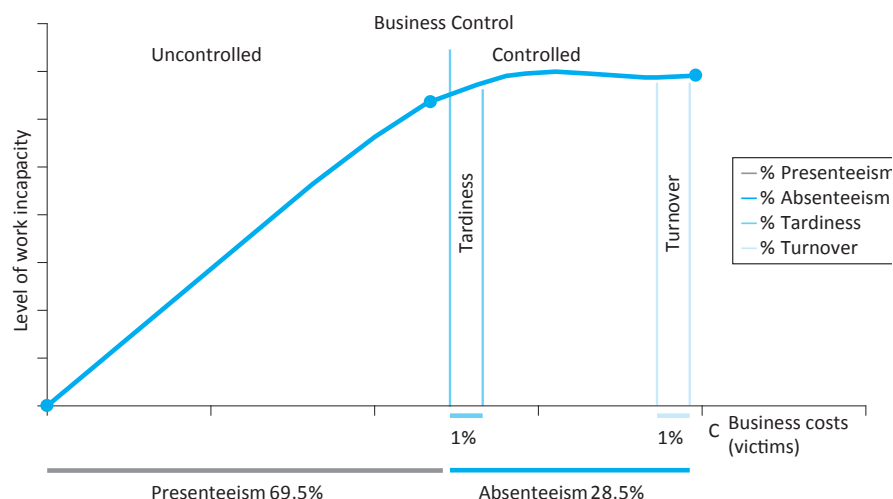
VAW causes physical and emotional damages to victims and to their environment. To believe that these damages do not affect the company is a mistake. VAW produces incapacity that translates into tardiness, absenteeism and turnover. But not only that, there are deeper impacts on the organizational climate, the image of the organization and the invisible “presenteeism”, which is nothing more than diminished work performance, distraction, exhaustion and low productivity, despite the workers’ being present at work. Additionally, this presenteeism is the main cause of accidents or labor incidents, with all the costs of repair and compensation that brings.

Considering only the costs of delay, turnover, absenteeism and presenteeism, the figure for business losses caused by VAW amounts to 4,147 million dollars per year in Peru. As shown in Figure 12, the largest proportion of costs exist where there is no corporate control; that is, where it is imperceptible (presenteeism at 69.5 % compared to absenteeism at 28.5 %). Indeed, many managers underestimate VAW, believing that only physical violence that causes obvious harm (injury or physical disability) should be a cause for concern, as it increases absenteeism rates. However, these costs only account for less than one-third of total costs. Most of the business losses caused by VAW come from presenteeism, a variable that is very difficult to control in companies and which is strongly associated with subtler violence, such as economic, psychological and verbal violence. Figure 10 shows that VAW cannot be underestimated, no matter how mild, because the effects on productivity are equally harmful.

2.2.2. Aggressors are as or more expensive than victims

The costs of VAW not only come from those victimized. VAW is systemic, because it generates economic impact both from the victims and from the aggressors. According to Vara (2013) at least a quarter of the staff was directly involved in VAW events, as the aggressor or the attacked, in the past year. Only considering absenteeism, presenteeism and delays, Peruvian companies assume a total annual cost of \$3,406 million associated with victims and \$3,338 million from aggressors, demonstrating that the aggressors are as or more expensive than the victims. Therefore, it is not a matter of having more female workers or more male workers to decide to prevent VAW, as in either case there will be losses.

In terms of lost workdays, the perpetrators are more expensive than the victims. For Peru, it was estimated that aggressors lose 35 working days per year because of violence against their partners, while women lose 24 days annually (Vara, 2013). An estimation of VAW business costs in Bolivia (Vara, 2015) confirms this, finding that the aggressors cost eleven more days of productive work than the victims, and with much higher costs in labor presenteeism. So, any company, regardless of the composition of its workforce, is prone to have invisible costs for VAW.

Figure 12**Percentage of VAW costs to companies according to type of work incapacity**

Note: There is a relationship between tardiness, absenteeism, presenteeism and staff turnover. Absenteeism and presenteeism are differentiated by the level of incapacity for work. When the incapacity for work is absolute, the personnel cannot attend work; but when the incapacity for work is relative, s/he attends work even if s/he should not go. Companies usually control delays and absenteeism very rigorously, wages deductions and even dismissals. Thus, the staff is motivated to attend work, even in sub-optimal conditions. Source: Prepared by the author, based on Vara (2013).

On the other hand, reduced company productivity are not the only losses; the staff also suffers considerable losses. The cost-opportunity losses result in loss of income for the victims and aggressors, due to deducted wages for absenteeism, presenteeism, cessation of employment, medical and health costs, counseling and private legal costs, among others. Considering only presenteeism and absenteeism, the estimation of cost-opportunity is equivalent to one month's salary per year; in the case of the victim it is \$454 and for the aggressors, it amounts to \$696 (Vara, 2013; Díaz & Miranda, 2010).

2.2.3. VAW and its domino effects

Because VAW has a domino effect – i.e., it spreads like an epidemic in the environment – business costs come not only from its direct agents (victims and aggressors), but also from the staff who witness the violence. Presenteeism among witnesses increases (for anxiety, distraction or fear), but also because it may damage the image and confidence of key personnel (defamation) and generate absenteeism or tardiness to assist others (assistance to family members or friends affected by VAW).

Witnessing VAW situations at work, whether it be a victim or an aggressor, costs companies 17 workdays of individual productivity per year of approximately 15% of the staff. And these estimates are similar in the cases of Peru and Bolivia (Vara, 2013, 2015).

In short, VAW causes productivity cost overruns in companies. Losing the productivity equivalent of one person for every 20 employees is a strong motivator to involve companies in preventing intimate partner violence against women. And prevention does not depend only or mainly on whether a business has female workers; both victims and aggressors generate significant costs.

2.3. Well-being argument: VAW weakens the labor force

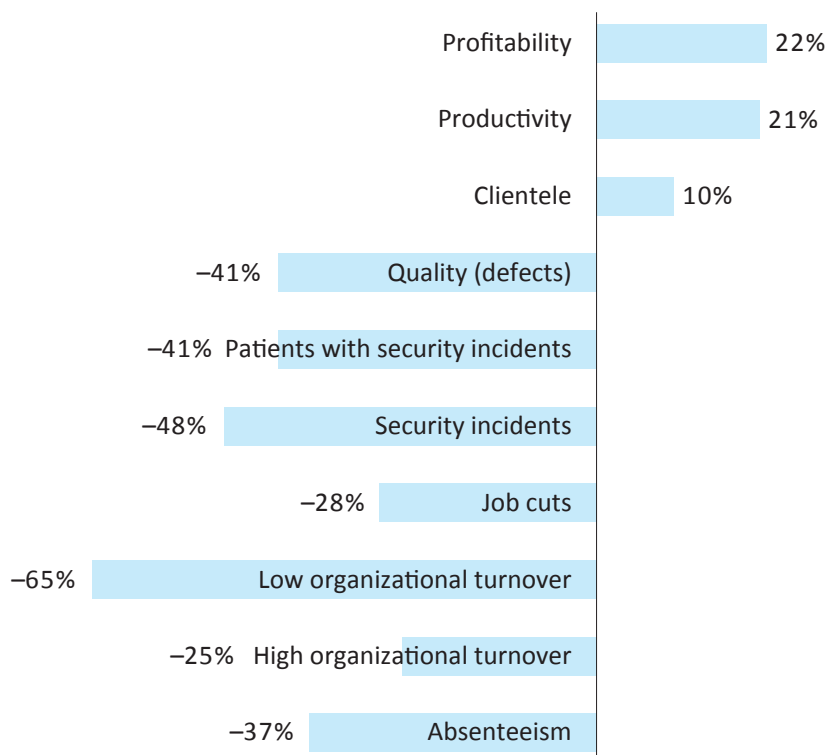
At the level of operational action, one argument for companies to prevent VAW is employee well-being. Because VAW causes physical and emotional harm that affects the integrity and happiness of employees, VAW prevention will have a direct impact on the well-being of staff, reducing their levels of suffering and, consequently, increasing commitment to the organization, reducing health costs and occupational accident costs.

2.3.1. Investing in VAW prevention increases organizational engagement

Can investing in VAW prevention increase staff engagement? Under the “internal client” approach, it is known that any significant investment to improve staff living conditions directly influences their level of engagement and identification with the company (Cartwright, 2014; Clinton Foundation, 2014; GCC, 2013; Steir, 2010). Precisely one of the five drivers to engage the staff is an organizational culture centered on personnel, their development and well-being. Therefore, VAW prevention can be a means to increase staff engagement and loyalty, and create a safe production environment.

Figure 13**Effects of labor engagement on business performance indicators**

How does staff engagement affect key business results?



Note: Data calculated according to 8 meta-analyses of 293 investigations conducted in 192 companies in 34 countries, with a total of 1.4 million employees. Source: Harter et al., 2013.

Those who lead the most successful businesses recognize that organizational engagement can increase innovation, productivity and improve staff retention; however, 76% of business owners accept that their staff is not adequately committed to their work (Harvard Business Review, 2013). In fact, a recent study conducted in 142 countries (Gallup, 2013) found that only 13% of the staff is committed to the organization; that is, only 13 out of 100 are motivated to work productively. And this is paradoxical because over the past five decades 293 worldwide research studies have shown that organizational engagement is a strong predictor of loyalty, customer growth (+10%), good performance, productivity (+21%) and profitability (+22%); and that it decreases critical security incidents (-48%), absenteeism (-37%), staff turnover (-65%) and quality defects (Harter et al., 2013). Nevertheless, such a low percentage of labor engagement (Bolivia: 22%, Ecuador: 16%, Peru: 16%, Para-

guay: 14 %) represents a challenge to improve business performance and prevention of violence against women can be a timely driver.

One way to increase organizational engagement is to invest in improving the working and living conditions of staff. Companies have known this, as they have always invested in their human resources. From its beginnings – in the Industrial Revolution – industry understood the importance of the training and the education of personnel; for that reason, they created the first private industrial schools, which were later model of the public schools (West, 1994). With the enshrinement of labor rights, working hours were reduced and the concept of vacations was created. Elton Mayo's research demonstrated the importance of environmental and social conditions to increase performance and, from there, facilities and relationships within the workplace were improved. After research studies by Rensis Likert, almost all companies measure and invest in organizational climate improvement programs. And all these changes have always resulted in improvements in productivity. Even one as controversial as maternity leave has a favorable productivity impact of 1.1 % and reduces staff turnover costs by 20 – 60 % (Clinton Foundation, 2014). Thus, today, these activities are part of routine organizational processes and their costs are seen as an investment that generates a positive return in productivity. It is not surprising then that pioneering and visionary companies decide to invest in VAW prevention programs in their organizations and they earn returns on this investment.

2.3.2. Prevention of VAW reduces the personal life/work life conflict

Currently, as part of personnel well-being policies, many successful equitable companies invest in programs that harmonize the personal life / work life link, avoiding conflicts between the two areas. They understand the enormous negative impact that staff turnover and absenteeism have on productivity (Kelly et al., 2008). There is much research that shows that organizational commitment and business outcomes are significantly affected by personal life / work life conflicts (e.g., Opie & Henn, 2013; Ahmad, 2010; Hassan et al., 2010; Streich et al., 2008; Allen, Herbst, Bruck & Sutton, 2000; Schaufeli et al., 2002; Bakker & Demerouti, 2008; De Braine & Roodt, 2011). Therefore, investing in programs that not only improve the working conditions of employees, but also harmonize their personal life, is preventive and cost-effective in the medium term.

Some countries and companies have made further progress in this regard. In Spain, for example, there is the "Family Responsible Company Seal", and one of its central indicators is gender equity. They understand that a company cannot create psychosocial risks due to conflicts between the demands of personal life and work, as both the well-being of the employees and the productivity of the organization will be affected. In the same vein recently, in Peru, the Ministry of Labor has approved

a guide to good practices in the reconciliation of work and personal life (Ministerial Resolution 048-2014-tr).

As demonstrated in the previous chapter, the conflict between personal life and work life is more pronounced in the case of women, since the enormous gender burden they carry obliges them to devote many more hours to the care of the home and family, generating exhaustion, stress, worries, and job presenteeism. Companies that are unaware of this reality have high rates of absenteeism and staff turnover (Workplace Gender Equality Agency, 2013).

VAW is a problem that can be framed within the personal life / work life conflict. Neither the workers who are victims of VAW nor the abusive workers can separate the violent acts from their work responsibilities. So, in business cost studies, there are high levels of presenteeism, both in victims and aggressors (Vara, 2013, 2015). Because gender norms force women to take responsibility for domestic duties, devoting more time to work or working overtime can be a trigger for VAW. In addition, VAW is not a private problem left in the sphere of home or one's personal life; on the contrary, its presence extends to work environments, not only in effects, but also in action. In Peru, 15.6% of women have been attacked by their partners while they were at work, with an incidence of eight attacks per year (Vara, 2013). This would explain why 33.1% of employees have witnessed VAW among their colleagues, with significant repercussions both on the work performance of the victims (74.8%) and the witnesses (60.4%) (Vara, 2013). In Bolivia, the situation is similar, with nine attacks per year accounting for 40% of all VAW attacks experienced in the workplace (Vara, 2015). From what has been said, VAW prevention in companies is not only important to avoid its consequences, but also to prevent it from occurring within the organization, as well as contributing significantly to reducing personal life / work life conflicts.

2.3.3. Preventing VAW is a cost-effective occupational health and safety policy

Investing in improving the employees' quality of life, freedom from VAW, will not only result in greater labor commitment, but also in lower costs of secondary and tertiary health care. There are three reasons for this: 1) prevention is more advisable in terms of cost-benefit, 2) labor accidents are too expensive, 3) occupational health legislation is including VAW as a type of violence that should be prevented in companies.

The worldwide trend is that every year occupational health costs increase significantly. For the year 2013, labor costs in health were \$153 billion; it is estimated that by 2023 these costs will be multiplied by nine and by 2050 multiplied 36 times (Galup, 2013). From what has been said, companies that properly manage the health

and occupational safety of their organizations will have a significant competitive advantage (Cooper & Bevan, 2014; Clinton Foundation, 2014; Bajorek et al., 2014).

According to studies by the World Health Organization and The National Institute for Occupational Safety and Health, improvements in staff welfare reduce the average cost per employee by 26 % (García & Peiro, 2013). Statistics reported in the United States show that staff with comprehensive well-being are 41 % less expensive than staff who have minor ailments and 62 % less expensive than staff suffering from illness. Companies that invest in improving the occupational health of their employees with safe and enriched environments, recover \$3.27 for every dollar invested (Clinton Foundation, 2014). Metanalytic studies (e.g., Baicker, Cutler & Song, 2010) find that the return on investment can even be much higher, depending on management variables (between \$11 and \$626 per dollar invested).

Indeed, today the leading companies know that because of lost days and lower employee productivity, illnesses are more expensive than investing in preventive health benefits. For example, Johnson & Johnson has saved \$250 million in health care costs, a return of \$2.71 for every dollar spent between 2002 and 2008; and has benefited from a more present and productive workforce (Porter & Kramer, 2011).

On the other hand, occupational accidents are extremely expensive for companies, not only for the cost-opportunity, but also for the compensation and expenses incurred (see Table 7). VAW is a strong predictor of occupational accidents, as the presence of VAW increases the probability of occupational accidents. In Bolivia, for example, it has been found that VAW accounts for 12.9 % of accidents and occupational incidents (Vara, 2015), a very high value in terms of costs, which shows that prevention of VAW is more advisable than dealing with an accident.

Finally, it is very likely that in a few years, national health and safety standards will include VAW as a type of violence that companies will be obliged to prevent. Indeed, in Canada, this rule has existed since 2010, not only to improve protection against violence at work or harassment at work; but also because the employer who is aware that VAW is occurring in the workplace – potentially exposing employees to physical harm – must take all reasonable precautions to protect women employees (Occupational Health and Safety Act).

In short, under the well-being argument, VAW prevention can reduce the level of staff suffering, by harmonizing personal life / work life conflicts and reducing damages due to physical incapacity, thus reducing the costs of health care and increasing organizational commitment. Both the reduction of health expenses and the increase of the commitment of the personnel, improve the indicators of productivity and business profitability.

Table 7					
Example of the impact of the cost of an accident on the profits of a company					
Annual cost per accident	Profit margin of the company				
	1%	2%	3%	\$5	5%
1,000	100,000	50,000	33,000	25,000	20,000
5,000	500,000	250,000	167,000	125,000	100,000
10,000	1,000,000	500,000	333,000	250,000	200,000
25,000	2,500,000	1,250,000	833,000	625,000	500,000
50,000	5,000,000	2,500,000	1,677,000	1,250,000	1,000,000
100,000	10,000,000	5,000,000	3,333,000	2,500,000	2,000,000
150,000	15,000,000	7,500,000	5,000,000	3,750,000	3,000,000
200,000	20,000,000	10,000,000	6,666,000	5,000,000	4,000,000

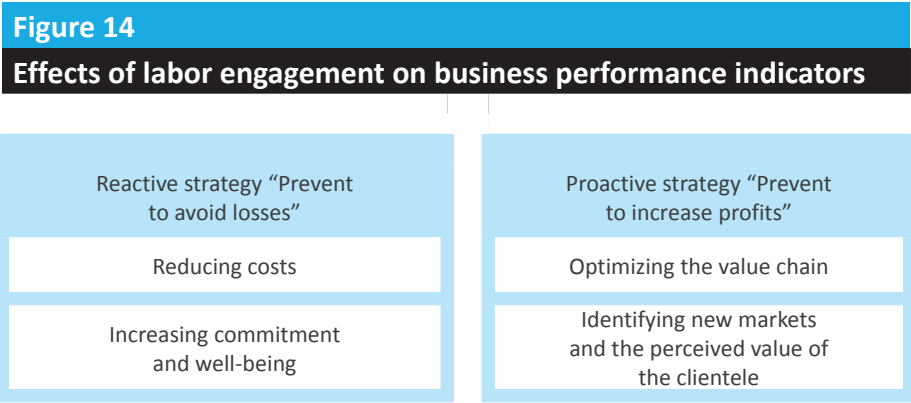
Note: If the cost of a hypothetical work accident is \$1,000 and the company operates with a 1 % profit margin, it must generate profits of \$100,000 more to simply cover that cost. Source: National Safety Council, USA.

VAW can reduce the level of suffering of the personnel, by harmonizing personal life / work life conflicts and reducing damages due to physical incapacity, thus reducing health care expenses and increasing organizational commitment. Both the reduction of health expenses and the increase of the commitment of the personnel, improve the indicators of productivity and business profitability.

2.4. Strategy argument: VAW weakens the value chain and its prevention optimizes it

So far it has been shown that prevention of VAW is compatible with business function. That its implementation in a company does not go against the nature of the organization; rather, it reinforces it. It has also been shown that VAW prevention is a reactive strategy, as it is also key to reducing invisible business costs and improving the staff's quality of life, increasing their level of commitment and consequent productivity. However, in addition to these three, there is a fourth argument: prevention of VAW is also a proactive strategy because it can increase the value of the organization in the medium and long term.

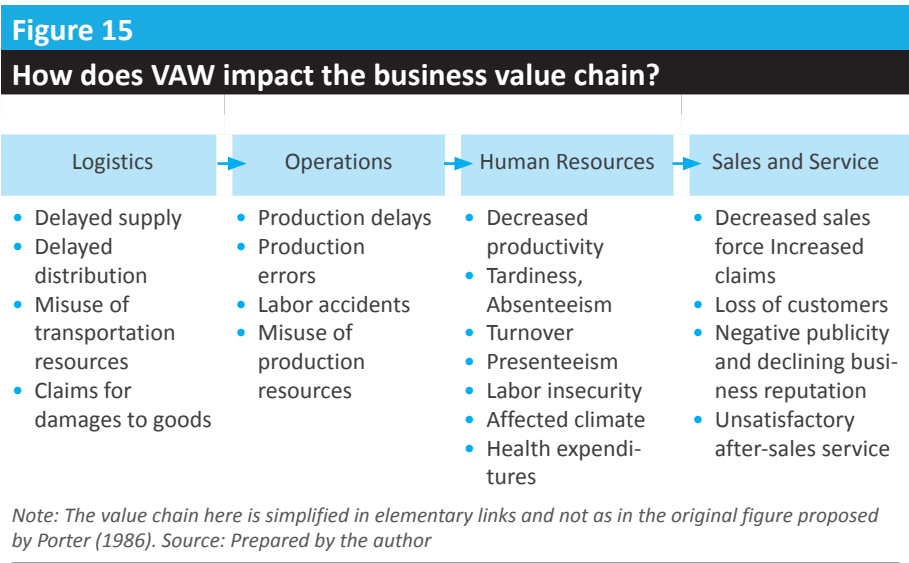
Business strategies can be reactive or proactive. They are reactive when acting to solve a problem or control a threat; they are proactive when acting to take advantage of an opportunity or innovate with new products or services. Proactively, companies have several means to be more profitable. These means can be grouped into two classes: internal strategy (optimizing the value chain) and external strategy (identifying new needs and markets and increasing the value perceived by the clientele). VAW prevention can have a positive effect on these two proactive strategies (see Figure 14).



In Figure 15, we can see several damaging consequences – detected so far – of VAW in the organizational value chain.

At the logistics link, for example, the aggressors who work in transport often misuse the company’s resources, diverting their routes to harass their partners, causing delays of provisioning or distribution, and generating customer complaints and putting the quality and integrity of the merchandise at risk. These behaviors are usually considered “normal” among the employees, because there is a “gender complicity” between warehousemen, transporters and receptionists that makes the problem invisible.

As mentioned previously, VAW is costly for the company not only for the damage to the victims, but also because of the actions of the aggressors both in issues of harassment and in risky behaviors at work, breach of security norms, unethical behavior, among others. Consequently, in companies with mostly male personnel, workshops on “masculinities” may reduce these types of misconduct, since they challenge rigid gender norms, which are closely associated with risky behaviors and VAW (Brod & Kaufman, 1994; Courtenay, 2000, Good et al., 2008; Snow, 2008, Sorenson, 2011; Bauerle, 2012; Jewkels et al., 2014), proposing new models of behavior free of costly stereotypes in terms of occupational health and safety.



In the Operations link, for example, the presenteeism and absenteeism of the aggressor and the victim can generate delays and errors of production, increasing the costs for shrinkage. An investigation carried out in the commercial emporium of Gamarra (Asencios, 2014) found that 28 % of employees have made production errors due to VAW and 15.3 % have lost or damaged merchandise as a result of VAW. In addition, the high distractibility and exhaustion associated with presenteeism caused by VAW, increases the likelihood of occupational accidents, increasing the costs of stopping production, repairing machinery, health care and compensation for damages. As a result, Asencios (2014) found that 18.6 % of employees had work accidents in the commercial emporium of Gamarra as a product of VAW. In Bolivia, Vara (2015) found that 12.9 % of victims and aggressors had suffered work-related accidents in the past year. On the other hand, aggressors may misuse company resources (telephones, e-mail accounts, etc.) to harass their partners, as shown by Vara's studies (2013, 2015), as 5.7 % of Peruvian employees and 11.2 % of Bolivian employees have used these means to harass their partners, and 12.8 % of Peruvian female employees and 13.4 % of Bolivian employees report having been harassed by these means while at work.

In the Human Resources link, for example, VAW increases the levels of tardiness, absenteeism, staff turnover and presenteeism, because of the physical and emotional damage to the victims and aggressors, with the consequent increase in health expenses the company incurs plus the costs of decreased productivity. In addition, many violent attacks by the partner occur on or near company premises, creating job insecurity for the staff and affecting the work environment with rumors and witnessing of violent incidents. In this regard, Vara (2013, 2015) found that 15.6 % of Peruvian employees and 39 % of Bolivian employees had been attacked by their partners while at work, and that 33.4 % of Peruvian employees and 39 % of Bolivian employees had witnessed situations of partner violence among their colleagues.

In the Sales and Services link, VAW weakens the sales force, as it destroys personal trust, produces obvious physical damages that must be "hidden" from the clientele, increases absenteeism and tardiness, which leads to loss of work appointments. Vara (2013, 2015) found that 27.2 % of victims have lost work appointments in the last year in Peru, and in Bolivia the percentage rises to 32 %. VAW also increases the likelihood of inadequately serving customers, because of presenteeism and accumulated frustration. Likewise, the image and reputation of the company can be affected if the VAW manifests itself in its maximum expression, as in femicides, which are reported by the media.

Although there is still much to investigate and discover – some of the effects of VAW are very subtle – with the evidence so far available it is possible to state that VAW can significantly affect every link in the business value chain, rendering them inefficient, increasing costs of production or services, and reducing the margin of profitability.

2.4.1.2. Proactive prevention of VAW can eliminate patterns of inequitable management

Equitable companies are constantly trying to optimize their value chain; it is the natural way of increasing the value of the goods and services they produce and, consequently, of making greater profits. For decades, business research has provided many possibilities for improvement, but these can be summarized in three techniques: improving technology, streamlining processes and empowering human resources. Peruvian companies, large and medium, usually invest up to 6 % of their annual revenues to improve their technologies of production and services (Tata Consultancy Services, 2014). At the international level, companies invest up to 5 % of total labor costs in training and empowering their staff (AmCham, 2014). Clearly, today human resources are the most important ingredient of any organization, as the quality of the staff defines the scope of business results; therefore, companies invest considerable resources in training, motivation and the work environment to empower them. To the extent that staff is more empowered, business productivity and profitability will be much greater. However, VAW destroys the power of people, decreases their self-esteem, their personal confidence, their outlook and concentration; and increases depression, anxiety, fear, labor incompetence, and distractibility. It damages the working climate and productive efficiency.

Preventing VAW can optimize the internal value chain; but to get maximum results, the prevention approach must be comprehensive. When the prevention approach is partial, the pernicious effects of VAW in the value chain can be lessened by timely attention to VAW cases, by containing the damages in the business. However, it should be noted that these actions will be insufficient because the damage is already done and new cases will always appear, as the source of the problem is not attacked. Sustainable optimization of the value chain requires more than harm containment. Instead of reactive intervention, it is necessary to directly attack the causes, to go beyond their consequences. It should not be forgotten that prevention is a triple action: to prevent something from occurring (primary prevention), to identify the problem in a timely manner (secondary prevention) and to address the problem when it has already caused damage, to prevent its expansion (tertiary prevention); with primary prevention being the most important and effective, in the long term.

From what has been learned, the real and effective prevention of VAW in the company must be made directly on the causes. But what is the cause of VAW? Conventional theories about the causes of VAW often focus on multiple factors that increase the risk of violence. Little formal education, communication problems, previous experiences of violence in childhood and alcohol consumption are some of the possible causes reported by these theories (WHO, 2013). However, the problem with these theories is that they are not practical when it comes to preventing VAW in companies, since they are based on variables that are outside organizational control (Vara, 2014).

As demonstrated in Chapter 1, VAW is the extreme manifestation of a hierarchical and unequal system of power relations, where some lose, and others win unfairly and inequitably. Thus, VAW is an instrument of subordination, a way of maintaining unjust power relations when the subordinate party tries to develop or empower itself (Arisó & Mérida, 2010; Vara, 2014). There is, therefore, a curvilinear relationship between violence and the empowerment of women. When the woman is subordinate and “accepts” the unequal relationship, the VAW is unnecessary and occurs on fewer levels; but when a woman empowers or attempts to empower herself, VAW levels increase, because men’s resistance to losing those privileges increases. When the woman is already empowered, VAW has no place (Vara, 2014). But where does this subordination come from? How was it institutionalized? This system of gender subordination relations that cause VAW is known in Gender Theory as “patriarchy”, an inequitable system as old as humanity itself (Lerner, 1989), so large that it has been present throughout history in almost all the world and maintains its influence in our current daily forms of living, thinking and feeling (Vara, 2014).

Gender is a social and cultural construction of the sexes, from which different roles and functions are assigned, in a rigid and imposing way, restricting the freedoms of choice. These role differences, over time, become “naturalized”, and assumed to be sex-specific and serves as a basis for justifying discrimination and inequity, unequal opportunities and abusive power relations. In fact, unequal social norms of gender, being “naturalized”, become invisible because they are widely accepted and present transversally in social, economic, and political institutions (Arisó & Mérida, 2010; Johnson, 2005). According to this theory, gender inequality is the basis of VAW, as this is an instrumental means to maintain unequal power relations. In order to eliminate violence, therefore, the structures (social, economic, political) that make it possible must first be modified. Discrimination, exclusion and violence operate together (Arisó & Mérida, 2010; Hunnicutt, 2009; O’Toole & Schiffman, 2007).

From what has been said, VAW is like a social epidemic and, like any epidemic, requires a context to survive and spread. The context that keeps VAW alive is a social and cultural system of unequal structural power relations between men and women. This inequality is expressed in the differentiated and hierarchical roles of how a man or a woman should act. And many aspects of these roles have a direct or indirect impact on the business function, as companies are immersed in inequitable social contexts. For this reason, creating a system that is intolerant of violence against women, promotes equitable relationships, and questions the status quo of gender roles, will positively impact business performance.

How does one do this? Business owners place their personal stamp on corporate culture through values and leadership (Mendonca & Ortega, 2000). They elaborate entire philosophies to inspire, organize and control various factors to align with the policies of the company (Branden, 1996; Blanchard & O’Connor, 1999; Greiner & Kinni, 2001; Woiceshyn, 2012; Woiceshyn, 2014). It is assumed that each company

creates its own culture to achieve its objectives most effectively. Firms with strong cultures are the most profitable, as research shows (Heskett, 2012; Guiso, Sapienza & Zingales, 2013). Given that the design of an organizational culture is one of the key ingredients of business success, just how aware are companies of their own organizational culture? Is it possible that this patriarchal inequitable culture is present in business organizations without their having even noticed it?

One of the most important success factors of inequitable systems is to go unnoticed, invisible in the eyes of the world. Nonetheless, the patriarchal inequitable system, daily manifests itself through Inequitable Management Patterns (IMP). IMP are inequitable behaviors that contain the four elements of inequity. They are forms of staff behavior that are not rational – but are results of unconscious prejudices and irrational beliefs (invisible so considered natural to them) – that impact business results. Here are some examples:

- **Human resources:** Human resource management may be affected by Inequitable Management Patterns (IMP) assume, without justification, that women or men cannot hold some positions or jobs and, based on this, define job profiles. That is, they have “gender-based selection biases” that may limit the hiring of the most suitable staff for the company. Likewise, they may have training biases based on gender; such as not training female managers because they “get pregnant and leave.” They may also have discriminatory reward biases for remuneration and promotion, giving priority for reasons of sex or sexual orientation, rather than performance (International Training Center of the International Labor Organization, 2009; Burns, 2012).
- **Marketing:** Marketing managers affected by IMP can assume, without justification, highly inequitable market strategies that can affect profitability. For example, they may not control advertising biases (which can be extremely sexist and reproduce social stereotypes), or they may limit the growth of new market opportunities by not realizing the opportunity of historically discriminated emerging groups (invisibility of gender sensitive markets) or by advertising based on stereotypes rather than actual knowledge of demand.
- **Demands:** IMP can affect the value judgment of management, assuming privileges that the company has not granted. Managers can confuse the power that is given to them to direct the various areas of the company with a personal power that gives them privileges over other people and that they can use at their discretion, without restraint. For example, patriarchal beliefs within the company can affect productivity because they can increase the incidence of sexual harassment. They may also increase staff turnover rates and job dissatisfaction due to abuse of authority towards middle managers and operational staff. Precisely, one of the main causes of turnover is intolerance of the abuse of leadership (Frank & Taylor, 2004; Ware, 2008).

- **Logistics:** Logistic security certifications are not immune to IMP. Certain rigid patriarchal roles of masculinity or femininity can decrease productivity, because they violate the philosophy and organizational mission. Indeed, gender mandates or rules can cause huge losses to companies; for example, hegemonic masculinity, where manliness is valued for taking risks or consuming alcohol, can increase work accidents among machinery, construction and transportation workers. Also, hegemonic masculinity (HM) that values rule violation and cunning to take advantage of others as a sign of virility, can cause huge losses in storage, misuse of transport or equipment for purposes other than productivity; or lack of ethics in the management of suppliers, charging “bribes” to choose one over others, rather than for the competitiveness of the price or quality of the product or service.
- **Administration and finance:** In constructing rigid stereotypes between the sexes, IMP favors HM characterized by ostentation, abuse, risk and discrimination. If companies favor a hypercompetitive and masculinized culture, both men and women can adopt this hegemonic masculinity for abuse of power with subordinates; by taking greater irrational risks rather than risking for investment reasons; by gender complicity, creating exclusive steering groups of men that exclude women, affecting diversity; or, conversely, creating segregated groups of women without the participation of men.

In short, inequity can be present in the daily management of the company, affecting organizational results. Being embedded in their cultures, Inequitable Management Patterns dilute the results of productive enterprises. And this is terrible because every company has the right to a culture that is aligned with its business mission and not subject to inequitable precepts imported from society. It is unacceptable for entrepreneurs to invest resources to create and maintain a culture that aligns the organization, then for inequitable institutions to infiltrate with their highly unjust precepts, making the value chain ineffective, with discrimination, abuse of power, sexism, stereotyped roles and tolerance for violence.

2.4.2. External Strategy: Leveraging Gender-Sensitive Markets

One of the most favorable qualities of equitable capitalism is that even though business persons have a peculiar way of thinking, the market will align their thinking to the needs of demand. In fact, regardless of prejudices, fears or beliefs, the values and beliefs of businessmen will adapt to the reality of the market (Rothbard, 1995; Branden, 1999). It is the market that informs them what products or services to offer and what skills to develop to make them effective. In the end, what businessmen feel or want does not prevail, but rather what the reality of the market tells them about how they should proceed (Hayek, 1993; Branden, 1999; Mendonca & Ortega 2000; Rand, 2006; Huerta de Soto, 2010; Kofman, 2011; Mackey & Sisodia, 2013).

Thus, it is important to analyze where the market is going, where the demand is going. The most successful equitable firms use “prospective” planning tools to anticipate these trends and be prepared in advance (Hamel & Prahalad, 1996; Godet, 2007) and within these analyses there are three clearly marked trends: a) feminization of the labor force, b) feminization of the consumer market, c) gender-sensitive marketing 3.0. If companies proactively prevent VAW, they will not only reduce VAW levels and associated costs, but also optimize their workforce to take advantage of these trends.

2.4.2.1. Equitable organizations attract and retain the best talent

The feminization of the labor force is a growing trend in the labor market. International studies show that the contribution of female labor to wealth grows each year, with significant and unprecedented increases (Elborgh-Woytek et al, 2013; World Bank, 2012). Each year more women enter the labor market, at a much higher rate than men. However, technological changes and market speed make qualified human capital increasingly scarce and difficult to obtain (Manpower, 2008, 2011). Thus, to attract the most competent women, it is necessary to consider their special needs and to fight against the gender roles that limit their labor participation (Workplace Gender Equality Agency, 2013). In effect, companies need to change their internal structure to ensure fair conditions to attract the best women employees. Trained staff is increasingly scarce and retention policies are required (Manpower, 2011). At this point, there are two risks that must be overcome: a) gender norms of domestic care; and b) the lack of career paths in organizations.

Chapter 1.2 demonstrated how inequitable gender norms disadvantage women by forcing them to take on more domestic activities than men. One of the reasons for leaving work, or taking part-time work or underemployment, is the care of offspring (Molina & Núñez, 2012; Velazco, Velazco & Berrocal, 2013; Aguirre & Ferrari, 2014). Although in recent years women have been more involved in paid work, because they have had fewer children or have postponed maternity until later in life, this situation does not ensure that they will be free of the gender burden of domestic care in the near future.

In fact, women have fewer and fewer children to care for, but more elderly people to watch over. The population of older adults is increasing significantly and, as a result, care obligations increase for women. And not only for them, also for men (Clinton Foundation, 2014). Employees who care for elderly relatives cost US businesses \$34 billion a year for absenteeism, replacement costs, and lost productivity, according to a survey by the National Caregivers Alliance and the MetLife Foundation. Employees who do not have support in dependent care lose 31% more productivity and 20% more work time due to stress (Bright HFS, 2010, quoted in Clinton Foundation, 2014). As was demonstrated previously in Chapter 2.3.2, the delicate work-life balance is strengthened by the concept of VAW prevention. There are stamps

of “Family Responsible Enterprises” in which the concept of gender equality is one of its central drivers, and increasingly the most qualified employees will choose the companies with the best policies in this regard.

On the other hand, the feminization of the labor force brings a second challenge. Companies will be able to retain the most talented female employees if and only if they guarantee a career path with equal opportunities as men; because those companies that give the same opportunity to men and women to ascend in the organization are those that obtain better economic results (González, 2012). Recent evidence shows that increasing the presence of women directors in large and medium-sized enterprises increases their competitiveness, since the potential talent pool is being increased by having an additional 50 % of the population to choose from (Barsh & Yee, 2011; Boatman et al., 2011). Thus, diversity becomes a matter of competitive strategy rather than a legal requirement, because in order to compete, companies need to attract and retain the best personnel, regardless of gender (see Table 8). Likewise, having heterogeneous teams produces better results, because of the synergies of combining different ways of seeing the world (Shipman & Kay, 2010; Molina & Núñez, 2012). Indeed, companies employing women managers may be better positioned to serve consumer markets where women predominate (CED, 2012), and greater gender diversity could improve corporate governance, offering a wide range of perspectives (OECD, 2012; Lord Davies, 2013). On the other hand, a higher proportion of women in decision-making positions could reduce the proportion of high-risk financial transactions normally carried out by male managers (Coates & Herbert, 2008).

Table 8		
Impact of managerial diversity of men and women on organizational outcomes		
Management	Stand out more in	Organizational outcome
Women	• Development of people. • Expectations and rewards. • Models of managerial role. • Inspiration. • Participatory decision making.	• Responsibility. • Management. • Motivation. • Team leadership. • Work environment and values. • Capabilities.
Men	• Individual decision-making. • Control and corrective actions.	• Coordination and control. • External orientation.
Both equally	• Intellectual stimulation. • Effective communication.	• Innovation.

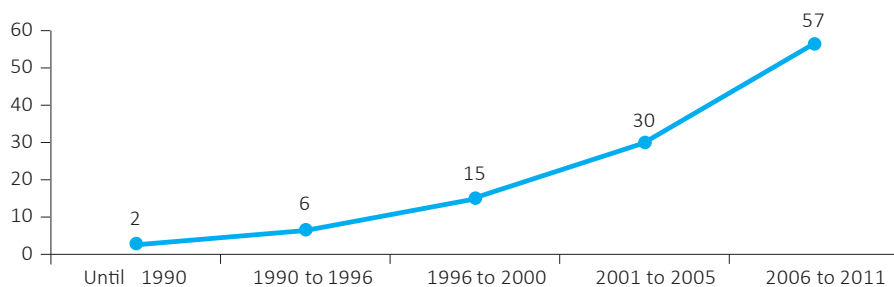
Dezso & Ross (2011) find that female representation in senior management can improve performance. McKinsey (2013) shows that firms with three or more women in senior management perform better in nine organizational dimensions (including leadership, work climate and values, coordination and control), which is positively

associated with higher operating margins. Catalyst (2004) also finds a positive correlation between gender diversity and financial performance. Recently, McKinsey (2013) found in 354 companies in six Latin American countries (Argentina, Brazil, Chile, Colombia, Mexico and Peru) that although women only hold 5 % of management positions at boards of directors, the impact on capital is 44 %. That is, Latin American companies with women in their executive committees have a 44 % higher return and 47 % higher gross operating profit calculated before the deductibility of financial expenses (marginal EBIT). Results such as these are confirmed in several countries and the academy is demonstrating this with increasing research (see Figure 16).

Although the results are overwhelming, Inequitable Management Patterns limit women's participation in corporate boards. In Latin America, this share does not exceed 5 %, in the United States 15 % and in Europe 17 % (McKinsey, 2013); and in S & P's 1,500 most successful companies it does not exceed 23 %. Although the percentage of companies with women directors is up 5 % in fifteen years, this increase is still not significant (EY, 2011).

Figure 16

Number of studies on women's access to and impact on managerial positions in companies



Note: Non-cumulative data: Source: Prepared by the author based on Selva et al. (2011)

In Peru, on September 25, 2014 several Congress members introduced a bill which will probably be approved in the coming months to establish a female gender quota on the boards of companies listed on the Lima Stock Exchange and other stock exchanges in Peru. In Germany, that law is already approved. However, a law is not enough if there are still inequitable gender norms that prevent the actual exercise of board participation. In fact, two of the most important reasons that prevent gender diversity in boardrooms, according to 547 managers in Latin America, are the dou-

ble working hours for women (work-life conflict caused by patriarchal obligations of family care) and the labor model that requires high geographical mobility (which is also hampered by family care obligations) (McKinsey, 2013).

It should be noted that the positive effects of gender diversity are not confined to top management. A recent study of 500 US firms finds a strong relationship between gender diversity in the workforce and organizational performance, measured as sales returns and number of clients (Herring, 2009).

Therefore, to prevent violence against women through gender equity in organizations is a business policy that makes an organization very attractive to the most competent women in the market. The investment made to ensure gender diversity and a highly equitable and VAW-free environment will result in high profitability. But VAW prevention will not only impact on organizational attractiveness, it can also facilitate the company's advantage in new consumer markets.

2.4.2.2. Prevention of VAW can increase market opportunities

In recent decades, trends show purchasing decisions and purchasing power being distributed to women (Shipman & Kay, 2009). In fact, women represent a market superior to that of China and India together, with a wealth of more than 18 billion dollars (Silverstein & Sayre, 2009) and the greatest influence on purchasing decisions in almost all sectors (Underhill, 2010). Despite average incomes 30 % lower than those of men, women represent a very large consumer market, since they represent incomes more than 13 billion dollars per year, in addition to having the greatest influence on the purchase decision of most products and services (Huebsch, 2014). In the United States, for example, women's buying power amounts to seven trillion dollars, along with considerable influence on more than 85 % of all products and services purchased in the country (Boden, 2014).

The global market of female consumers has grown twice as fast as its potential in emerging economies such as China and India (Silverstein & Sayre, 2009). In the United States in 2009, working mothers alone counted for purchasing potential of \$5 trillion (Silverstein, 2011). Women of the baby boomer generation (people born between 1946 and 1964) tend to have the most money because of their successful careers and smart investments during the best years of the United States economy. Women boomers make 95 % of all buying decisions for their homes, according to Sheconomy. In addition, between 2010 and 2020, women will inherit an extra \$12 to 14 trillion from their parents and husbands (Huebsch, 2014). Also, over the next ten years, close to one billion women will participate in the global market economy (Booz & Co, 2012).

In this context, companies that do not have gender-sensitive marketing strategies will lose large shares of market. Thus, knowing what women want is a very important part of the future of business (Underhill, 2010; Boden, 2014). All these changes

are a challenge for companies, which must leave their androcentric approach to understand the real needs of women, not those derived from social stereotypes based on inequitable systems such as patriarchy. Until now many companies have failed to take advantage of this emerging market, as they continue to design their products and services under an unequal model that is foreign to women's needs. In general, women feel misunderstood by advertisers and marketing personnel. Financial services and consumer goods and health care companies tend to receive the worst evaluations of female consumers (Huebsch, 2014). On the other hand, as has happened with the requirements of certifications (e.g., Fair Trade Seal), it would not be surprising if, before too long, distributors and buyers demand accreditations of gender equality, VAW protection, or guarantees that no employees are behind on alimony payments. One should be prepared.

From what has been said, VAW's proactive prevention will not only eliminate a terrible evil that affects women worldwide but can also bring sensitivity and gender equality competencies to management and personnel responsible for meeting the needs of these new emerging markets. Eliminating Inequitable Management Patterns in marketing, sales, logistics and customer service can create value to take advantage of these new markets.

2.4.2.3. VAW Prevention Strengthens Marketing 3.0 and Corporate Reputation

In a direct way, equitable companies have become social investors in recent years, openly financing many prosocial initiatives to improve their good reputation. Thus, apart from creating good products and services for the market, equitable companies also invest to maintain a good image before their clientele. Companies are very sensitive to public opinion, as their reputation can impact the success or failure of the business. In a free-market economy, values and ideology do matter (Woeshyn, 2014, 2012; Hamel, 2013; Blanchard & O'Connor, 1999); hence, many fair-minded companies – under pressure and social awareness of the evils that afflict the planet and the need to act – invest a lot of money in actions of social responsibility and philanthropy. As an example, according to the Corporate Giving Standard survey, a conglomeration of 240 multinational companies have made annual donations of more than \$20 billion (CECP, 2013): 47 % cash donations, 15 % in-kind donations, and 38 % through foundations. (CECP, 2013). On the other hand, one of every nine dollars of North American companies' investment corresponds to sustainable and responsible management strategies (US SIF, 2012). In the United States alone, at the end of 2011, \$374 billion had been invested. There were 443 institutional investors, 272 fund managers and 1,043 community investment institutions (US SIF, 2012). This amount is equivalent to the gross domestic product (GDP) of Brazil and Canada. From 1995 to 2012, sustainable and responsible investment has grown at a compound annual rate of 11 %. Overall, sustainable investment increased by 48.6 % during the same period (US SIF, 2012).

VAW is a social problem of global scope, and its eradication has indirectly become a goal of the millennium pursued by the majority of states. Just as equitable enterprises have employed large sums of money through philanthropy and social investment to address various problems – such as child malnutrition, environment, poverty, basic education, among others – why can they not invest in the eradication and prevention of VAW? Why are other initiatives more attractive? The answer is simple. When customers see VAW as a clearly reprehensible evil, companies will have no hesitation in investing in its eradication and prevention. It is less problematic to donate money to reduce rural poverty or child malnutrition, or fight against cancer, since all their clientele agree that these evils should be eradicated. However, the same is not true of violence against women, since there are still beliefs and attitudes in the population that justify this violence. Questions like “why only violence against women? and what about violence against men?”, or phrases like “... we do not want to take sides or be unjust, defending only one party and accusing the other”, “... our clientele think like this and if we criticize them, we will lose them”, are typical of business owners who are reluctant to invest in prevention.

The reputation gained for promoting gender equity and a VAW-free business environment can help attract the best people, retain customers and attract new customers, as well as give brand prestige for new markets sensitive to gender equity (Workplace Gender Equality Agency, 2013). If women make the majority of purchases today and represent the largest emerging market on the planet, what are companies doing to meet their needs for goods and services? Following the logic of marketing 3.0, it is necessary for companies to learn to understand the needs and world view of women, to give them representation within each company and invest in their development, in order to be deserving of their trust and loyalty (Boden, 2014).

Within the disciplinary evolution of marketing, marketing 3.0 – also known as cause-related marketing, social marketing and ethical marketing – is becoming an effective way to relate to a more empowered and ever-changing market. From marketing 3.0 it is understood that the market no longer buys only to satisfy its material needs (marketing 2.0); it also buys to meet its spiritual needs (Kotler et al., 2010). Satisfying individual needs is influenced by selfish feelings within people, they can choose any good product from any company that provides it; however, they will enrich their well-being if they feel that they are buying and doing good at the same time, choosing responsible companies that invest in some social cause. In that sense, prevention of VAW is an excellent opportunity to improve the agenda opportunity.

As we have seen previously, VAW is a global pandemic as there is still no country that has been able to eradicate it. In addition to its enormous costs to companies, VAW is the most expensive type of violence for society and highly destructive in the lives of women and children in the community, without ignoring the aggressors themselves. According to opinion surveys, women become more aware of this

reality every year and are taking a firm stand against it (Webster et al., 2014). And as seen in the previous section, women are becoming the most important economic market. Indeed, by 2025, women will represent 46 % of the workforce and hold 35 % of senior positions in Latin America. Therefore, the next few years will be crucial in determining which organizations and companies will invest in and support this segment, instead of just selling to it, making women their best customers (Boden, 2014; Huebsch, 2014).

On the other hand, marketing 3.0 understands the enormous power of social networks, even over the traditional influence of “experts” or conventional persuasive means. New technologies and the development of the Internet and social networks have allowed customers to express themselves freely about companies and their experience of consumption. Nothing will be gained by having the best publicity if the company’s values are not credible and are not part of the company’s DNA (Kotler et al, 2010). In the case of Hispanic women, their power goes even further. Latino women are active in social networks and let their voices be heard with regard to products and shopping experience. 57 % of bloggers write two or more blogs per week and use various platforms to share their opinion and connect with each other more than any other segment (Boden, 2014). In this context, an equitable company that invests in the prevention of VAW internally and guarantees a work environment with equity, without violence or discrimination, will have the institutional authority to appear before a consumer society increasingly sensitive to social injustices and gender inequities.

In short, then, why should companies prevent violence against women in intimate relationships? 1) Because it strengthens their identity as an equitable business; 2) and 3) because it is strategic in reducing costs and adding value; and 4) because it generates staff well-being that results in the success of the business.

3 MANAGEMENT MODEL TO PREVENT VIOLENCE AGAINST WOMEN

A comprehensive proposal to overcome the gap between action and sustainably implementing prevention actions in companies

With four business arguments for equitable organizations to prevent VAW, the question now arises how to do so. If finding the arguments to engage the business community was complicated, finding the most efficient and effective way to prevent VAW in the company is really a challenge. An investigation by the Corporate Alliance Against Domestic Violence (2012) in the United Kingdom found that 87% of women entrepreneurs want to support their employees when they are abused by their partners; however, they still do not know how to do it or what steps to take. And this situation was confirmed in Peru where it was found that companies were not prepared to deal with problems of violence against their female employees (Vara, 2013). There is a breach of action that requires an integral proposal to sustainably implement all the actions of prevention of VAW in the companies.

This chapter will present a management model to sustainably implement the various prevention actions that have been carried out in different parts of the world. It starts by doing a benchmarking of prevention, coming from academia, international cooperation agencies, communities and companies themselves, through corporate alliances. Then, in a second part, we present the management model to prevent VAW, with its principles, steps and expected changes.

3.1. What has been done so far to prevent VAW in companies?

Before making a proposal, it is advisable to benchmark all the initiatives, proposals and actions that are being implemented in companies to prevent VAW. Many good initiatives and practices can be found in the global review; however, most come from Anglo-Saxon countries. Private organizations such as the Corporate Alliance to End Partner Violence (CAEPV) in the United States and VicHealth in Australia (2012) have compiled interesting proposals. In South America, the ComVoMujer Regional Program of the German Cooperation has developed and promoted initiatives from the companies themselves.

3.1.1. Experiences and recommendations from the academy

Several investigations, mainly from Anglo-Saxon countries, have attempted to measure the prevalence of VAW in companies, describe how it occurs and determine what actions have been taken. As a result of these studies, many prevention and care actions have been recommended.

Kinney (1995), Brownell (1996), Albrecht (1997), Johnson & Indvik (1999), Anderson (2002), Bell, Moe, & Schweinle (2002), Sherve (2004), Swanberg & Logan (2005), Fisher & Peek-Asa (2005), Swanberg, Logan, & Macke (2005), Dougan & Wells (2007), Swanberg, Macke, & Logan (2006, 2007), Rothman, Hathaway & Stidsen (2007), Versola-Russo & Russo (2009), OHSCO (2010), Pollack et al. (2010) and Samuel Tudor, Weinstein, Moss, & Glass (2011) suggest some recommendations for controlling intimate partner abuse at work and violence against women in relationships:

- Legal: 1) Take legal action against the aggressor, obtaining a restraining order. 2) Victims and organizations can file lawsuits for damages and get civil compensation to be paid to the victim. 3) Provide legal advice so the victim can file complaints and request a protection order.
- On-site protection: 1) Protective actions such as a security officer accompanying the employee to the company parking lot. 2) A security patrol in the work area. 3) Installation of security cameras at the entrance of the employee's area. 4) Relocate the employee in another area or at company headquarters. 5) Modify the victim's work schedule. 6) Provide paid leave to attend court appointments and go to shelters. 7) Provide flexible work hours, relocation and transfers, temporarily modifying the responsibilities of the woman employee. 8) Provide a cell phone and filter phone calls from the abuser, keeping evidence of harassment (calls, messages, etc.). 9) Installation of silent alarms in the working environment. 10) Obtain a photograph of the offender and inform security and reception, so they can recognize and report him. 11) Assistance in creating a security plan in case the attacker enters the workplace.

- **Training:** 1) On the recognition of signs of VAW, to supervisors, employees and security personnel. 2) On issues of violence, to the whole organization and regularly. 3) Incorporate specific strategies and actions that each employee, supervisor or manager must perform in VAW situations at work. 4) Develop general and specific safety plans, provide personal alarms, accompany victims to their cars, create codes to communicate, and install emergency buttons in the work environments of victims. 5) Co-workers should also be trained to know how to act in case a colleague is being abused, how to listen to them, encourage them to receive professional help, report, etc.
- **Documentation:** 1) Develop a guide against violence at work, in conjunction with organizations that specialize in security, health, and / or women's protection. 2) Disseminate newsletters and brochures. 3) Develop a practical guide on how to deal with aggressors. 4) Develop a practical guide to recognize the signs of VAW.
- **Dissemination:** 1) Put information about help for victims and abusers in break rooms, web pages, bulletins, etc. 2) Make available a list of entities that support the abused, such as women's shelter, police, helpline for abused women, assistance programs. 3) Create a climate of awareness, providing brochures or informative articles on VAW. 4) Develop, implement and disseminate a policy or program against VAW: emergency response, police notification, security at doors, emergency numbers programmed at company telephones, installation of emergency buttons, emergency passwords or codes.
- **Assistance intervention:** 1) Establishment of assistance programs or action plans in conjunction with the police, women's shelters, and advice from specialists in violence. 2) Assistance to the victim through security plans. 3) Establish emergency funds in cases of crisis. 4) Refer to specialized VAW assistance agencies / services. 5) Refer for treatment or therapies from a health care provider if injuries are severe and cannot be treated at work. 6) Provide information on VAW help centers; as well as community agencies, women's centers and shelters. 7) Ensure the confidentiality of information and security of the employee. 8) Provide advice on the development of a personal and family safety plan.
- **Management policies:** 1) Establish a clear policy on VAW. 2) Establish policies on licenses, permits, licensing payments, relocation of victims and aggressors. 3) Establish procedures for handling incidents.

Along the same lines, in Canada, the Center for Research and Education on Violence Against Women and Children (2014) has a business training program called "Make it our business-Western Education" which focuses on the development of four competencies: a) recognizing the symptoms, signs and risk factors of VAW, b) responding to detected cases, c) referring to available services and resources within and outside the organization, and d) reporting VAW procedures and incidents.

3.1.2. Experiences from corporate alliances

Not only has the academia mobilized to obtain evidence of protection against VAW. Companies themselves have organized into alliances and consortia to prevent VAW, based on successful cases. The Corporate Alliance to End Partner Violence (CAEPV) in the US (2009) and the Corporate Alliance Against Domestic Violence (CAADV) in the United Kingdom (2014) recommend the following measures to address VAW cases:

- **On-site support:** 1) Filter calls, transfer calls to security personnel or remove the name of the employee from the company phone book. 2) Limit the information provided about the victim, especially working hours and location. 3) Relocate the employee to an area of greater security. 4) Develop a security plan, mobilization routes, etc.
- **Intervention:** 1) The company should have outside or internal professionals who support the victims. 2) Work together with VAW support agencies. 3) Encourage women employees to address the violence.
- **CAEPV is an American corporate alliance** that is working individually and collectively to prevent violence against women in intimate relationships. Within its organization, it promotes the best practices of its members:
- **Allstate Insurance Company:** 1) Provides programs and financial support to VAW prevention agencies and service providers, through national conferences and other events. 2) Creation of a national campaign to sensitize the population and change social attitudes about VAW.
- **Altria Group, Inc.:** 1) Has held more than forty VAW conferences and workshops. 2) Has sponsored public service announcements and advertising campaigns to help raise awareness among the general public. 3) Worked with other companies, non-profit groups, and local government agencies to educate employers about VAW and its effects on the workplace. 4) Disseminates information about VAW and how to get help to its more than 95,000 employees in the United States.
- **American Express Company:** 1) Creation of a program designed to assist unemployed and underemployed women victims of VAW by helping them to explore employment options, training them in basic work skills, and offering recruitment opportunities with American Express.
- **Archer Daniels Midland:** 1) Developed brochures with information on risks, definitions, signs of abuse in intimate partner relationships which are available to the staff through the employee assistance program. The brochures also explain why VAW is a problem in the workplace, and what to do if a work colleague, boss, or

supervisor is affected by VAW. 2) Offers treatment for abusive employees through its benefit plan.

- **Avon Products, Inc.:** 1) Committed to helping educate and empower women and end VAW. 2) Created the program “Raise your voice against VAW”, that focuses on education, awareness and prevention, as well as support for victims in fifty countries. 3) The launch of the program includes a new free brochure, a resource distributed by 650,000 Avon sales representatives in the United States and online at the Foundation’s website.
- **Blue Shield of California Foundation:** 1) Leader in VAW workplace prevention programs through its Blue Shield VAW program, launched in 1996. 2) In 2004 the Blue Shield of the California Foundation (BSCF) awarded more than \$6.7 million in grants to 304 organizations throughout the state of California for VAW prevention.
- **Cigna:** 1) Provides information on intimate partner violence through newsletters. 2) Cigna employees can confidentially request information on whom to ask for help, and what their colleagues can do to help, in what is called a fax on demand.
- **Country Financial:** 1) Distributes Make It Your Business brochures to employees to help them learn more about VAW and how to treat it. The brochure includes telephone numbers for information and assistance.
- **Eastman Kodak Company:** 1) CAEPV’s primary sponsor of Girls Allowed, a 3D animation website dedicated to helping girls (11 – 14 years) learn to identify healthy and unhealthy relationships before becoming involved in potentially abusive relationships. 2) To help build internal awareness, Kodak offers a wide variety of resources on VAW issues. In addition, it offers presentations to staff and leaders on its Work/Life Initiatives and VAW not only as a personal matter but also as a business matter. 3) Through mandatory training, Kodak educates its leaders on how to recognize and prevent violence in the workplace, with special emphasis on VAW.
- **Fifth & Pacific Company (formerly Liz Claiborne Inc.):** 1) Campaign for awareness and education that includes advertising, television and radio ads, posters, brochures, university workshops and partnerships with local retailers and community groups. The goal of the program is to help create a society that is intolerant to VAW.
- **Health Care Service Corporation – Blue Cross and Blue Shield of Illinois, New Mexico, Oklahoma and Texas:** 1) Through its work with the State of Illinois in creating a state policy model on VAW. 2) Through VAW education of groups of employers and clients.

- **Hürriyet Gazetecilik ve Matbaacılık A.S.:** 1) Through the training program entitled “Spouse Relationship Support Program”, to improve communication and conflict resolution within families.
- **Illinois State University:** 1) Social Welfare Program that generates awareness about VAW among personnel through brochures and security cards.
- **Kaiser Permanente:** 1) Kaiser Permanente is the first health care system in California to treat problems of intimate partner violence and family violence. 2) Established the benchmark among health care organizations. The electronic medical record includes examination and evaluation of VAW, and care measures for each case.
- **Mid Central Community Action:** 1) Provides a 24-hour hotline. 2) Emergency shelter (Neville House). 3) Legal and medical advice. 4) Intervention services and support groups for women and children who are in VAW environments. 5) Training in raising children and non-violent relationships. The services are free and confidential.
- **Safe Horizon:** 1) Provides support, prevents VAW and promotes justice for the victims, their families and communities. 2) Dynamic initiative to educate corporate audiences about the impact of VAW on the workplace.
- **State Farm Insurance Companies:** 1) Encourage staff (in all areas) to get involved in VAW issues. 2) Training program designed to educate staff about VAW in the workplace. 3) Instruct supervisors on what to do if they suspect an employee could be potentially violent or show signs of assaulting their partner.
- **Verizon Wireless:** 1) Created the Hopeline program, which focuses on placing wireless products and services to help VAW victims, achieving a “safety net” service.

3.1.3. Experiences from community alliances

The Victorian Health Promotion Foundation (VicHealth) is an agency of the Australian State of Victoria; founded in 1987, it promotes comprehensive health throughout the community, with a focus on the prevention of chronic diseases, among which violence against women is a priority.

Since its inception, VicHealth has developed many research studies and proposals to prevent and address violence against women in relationships, in different scenarios, the business sector being one of them. Summarizing the various contributions of

VicHealth (VicHealth, 2012; Upston et al., 2012), VAW prevention strategies in companies consist of:

- Procedures and protocols for training personnel and supporting staff suffering VAW: 1) Development of a declaration of commitment to prevention of VAW disseminated in all areas of the company. New staff is informed of this statement and of the VAW prevention policy in its orientation process. 2) Post a list of support services for victims and abusers in accessible, visible locations throughout the workplace and distribute to new staff as part of their orientation. 3) Adequately train staff on the impact of VAW on the workplace, where management encourages staff to turn to professional support services. 4) Make reasonable efforts to provide a safe workplace for staff experiencing VAW, without discriminating against victims during recruitment, staffing and other terms, conditions or privileges of employment. 5) Flexibility in leave from work options for employees who are assaulted by their partners and need time to receive medical and legal assistance, attend court appearances, receive counseling, relocate; or make other security arrangements because of VAW.
- Participation of men in VAW prevention: 1) Ensure that prevention of violence by men is linked to the promotion of gender equality. 2) Ensure that Gender Theory supports this prevention. 3) Reframe primary prevention of violence also with men. 4) Work with nonviolent men, who may be silent in the face of the violence of other men. 5) Question hegemonic masculinity. 6) Ensure that the work of prevention of men's violence has an influence on the lives of women.
- Safety plan for victims and colleagues, if the assailant shows up at the workplace: 1) Maintain a list of VAW support services available to staff. 2) Maintain the confidentiality of the disclosure of VAW, to the extent permitted by law. 3) If possible, establish reasonable leave policies and adjust the hours of work or places for employees who experience VAW. 4) Ensure that staff are aware of the importance of not disclosing personal data (such as addresses, telephone numbers or patterns of change) of others employed without their consent. 5) Obtain legal advice and inform the CEO when considering corrective or disciplinary action against employees who commit acts of violence against women in the workplace. 6) Consider changing the work schedule, workplace or work phone number. 7) Consider having staff identify a contact person for emergencies, in case the employer cannot get in touch with the victim.

Among the best workplace VAW prevention practices, VicHealth (Upston et al., 2012) recommends:

- Training: 1) Directed to staff and with coaching of managers for the development of assistance programs. 2) Management training and sensitization related to the prevention of violence, for the establishment of non-violent, equitable and re-

spectful gender relations. 3) Building skills in staff to implement primary prevention activities, either informally and opportunistically or at a more formal level.

- Intervention: 1) Partner with community organizations and stakeholders (specialists in violence against women services) to assist in work actions and staff training.
- Dissemination: 1) Use the media (television, radio, print media and Internet) to increase awareness of violence against women. 2) Carry out collective and mobilization activities to raise awareness of VAW issues, to encourage governments, organizations, companies and communities to act on the factors that contribute to the problem.
- On-site protection: 1) Reform workplace policies and regulations, including changes such as the option for flexible work hours, parental leave and provisions to ensure compliance with legislation on occupational health, safety and well-being, equal opportunities; as well as to prevent sexual discrimination and violence against women.
- Evaluation: 1) Report progress or goals related to gender equity to regulatory agencies. 2) Conduct audits and surveys of internal staff on their perceptions and experiences of discrimination, violence and harassment.
- Because VicHealth's central focus is on primary prevention, they recommend differentiated intervention by levels:
 - Direct participation programs (individual, relationship): 1) On-the-job induction or training programs for new staff, identifying behavioral norms and work codes of conduct. 2) "Spectator training" for the personnel most skilled in identifying appropriate models of behavior and work attitudes that contribute to a culture of gender equity.
 - Organizational: 1) Strengthening the community. Formation of alliances with community actors to report on prevention actions; linking with comprehensive community strategies to promote respectful and equitable relationships throughout society. 2) Communications and social marketing. Educational resources, campaigns of social norms aimed at changing attitudes tolerant to violence and the promotion of respectful relationships in organizational contexts: posters, websites, articles in newsletters, work forums and events. 3) Organizational development and labor. Training and development of management and staff to plan and provide primary strategies for prevention actions.
 - Social: 1) Communications and social marketing. Education campaigns, community social norms aimed at changing attitudes tolerant to violence in the communi-

ty at large and promoting shared responsibility to prevent violence and promote respect and equity. 2) Defense. Promises and public statements made by government and high-profile business or community leaders, spokespersons that promote gender equity and encourage others to act.

3.1.4. Experiences from specialized international cooperation programs

International cooperation has also made interesting and promising initiatives in the field of VAW prevention. One of the most advanced is the German Cooperation implemented by GIZ through the Regional Program to Combat Violence Against Women in Latin America (ComVoMujer). This program – developed since 2010 in Bolivia, Ecuador, Paraguay and Peru – has been promoting the prevention of VAW in the business sector, through meetings, training and awareness workshops, awareness campaigns, research linking VAW and the company, the creation of a national certification of companies free from VAW, and collaborative agreements, among others. The following are some of the most successful practices promoted by ComVoMujer:

- **Business Seal “Safe Company Free of Violence and Discrimination Against Women” (Peru):** Provided technical assistance to the Ministry of Women and Vulnerable Populations for the first installment of a national recognition to companies that met a set of objective criteria to achieve a safe company, free of violence and discrimination. This was based on standards of social responsibility, current legal requirements and international human rights conventions. 26 large and medium-sized companies actively participated in the first call for submissions.
- **Bagó Pharmaceuticals (Peru):** Also with technical assistance from ComVoMujer, conducted a social media campaign to prevent violence against women in dating relationships. Anaflex Mujer is a campaign of fourteen microprograms with preventive messages aimed at young people in romantic relationships that also promotes their products. They also made two public service announcements which were broadcast nationally. The impact of the campaign was significant, reaching more than three million people. Bagó also developed a four-step action plan to prevent VAW; and with advice from ComVoMujer, has implemented a VAW prevention plan in its facilities. In addition, it has publicly declared its policy of zero tolerance towards VAW and has prepared an institutional video inviting other companies to join in prevention. Within its facilities, Bagó established a standardized process of operations for the care of VAW cases, a guide for addressing intimate partner violence and a registry of cases of violence.
- **Pesquera Tasa (Peru):** Carried out an awareness program on masculinities and gender violence for its 760 employees, in 17 plants of the Peruvian coast.

- **Viva (Alive).** The *Estás Vivo (You Are Alive)* Foundation (Bolivia): The company created a free, emergency national number for victims of VAW. It is the first company in Latin America that has done a specialized diagnosis to determine the business costs of VAW in its organization. As a result, it is implementing VAW prevention initiatives in the company and in the programs of the *Estás Vivo* Foundation. It has trained staff on issues of violence and prevention, gender equity and masculinities. It also promotes violence prevention actions through the campaign “Against all forms of violence” within the company’s Corporate Social Responsibility framework. It distributes materials and continuously disseminates information on a large scale through media and social networks. In Bolivia, it is the most active company in the prevention of VAW.
- **ExpoFlores Guild (Ecuador):** A program to prevent violence against women was implemented in a florist guild of 10 companies and 18 farms (more than 2,000 employees). After an initial diagnosis, instruments, dissemination material, care guides and others tools were developed for the implementation of VAW prevention actions. Action Plans and Support Routes were elaborated, as well as a proposal of indicators to determine the magnitude of the cases of violence that affect farm personnel and the relation of gender violence to cases of absenteeism and rotation.
- **Endesa Forests Forever Foundation – Botrosa (Ecuador)** implemented a project for productive development with the March 4 Women’s Association, generating greater empowerment of women’s rights, especially their right to a life free of violence. In its first phase, the project contemplated the development of actions to raise awareness and training of personnel and managers of the company on gender and violence prevention. In addition, the company developed a manual for the Prevention of VAW, which was used with twelve disseminators and 450 employees, mostly men, and their families. The company incorporated clear and precise references to non-discriminatory practices between genders into its institutional policies, contained in the Internal Labor Regulations, in its Statement of Organizational Values and in Human Resources policies. According to the company, the quality of life of the association’s women, its employees and the work atmosphere have improved.
- **Pro Mujer (Bolivia):** Pro Mujer is an organization that provides microcredit to women who own microenterprises. It has been carrying out trainings so that its employees, directors, employees and members become agents of prevention of VAW. They have developed training materials on prevention of violence against women for their credit, management and administrative staff.
- **The Best Cleaning Services (Paraguay):** As part of its staff well-being policy, the company included VAW prevention as one of its three priorities in the area of staff support. It developed a training program for staff which includes awareness

modules and information on VAW, a prevention guide, the training of facilitators and the development of awareness materials for staff and clients.

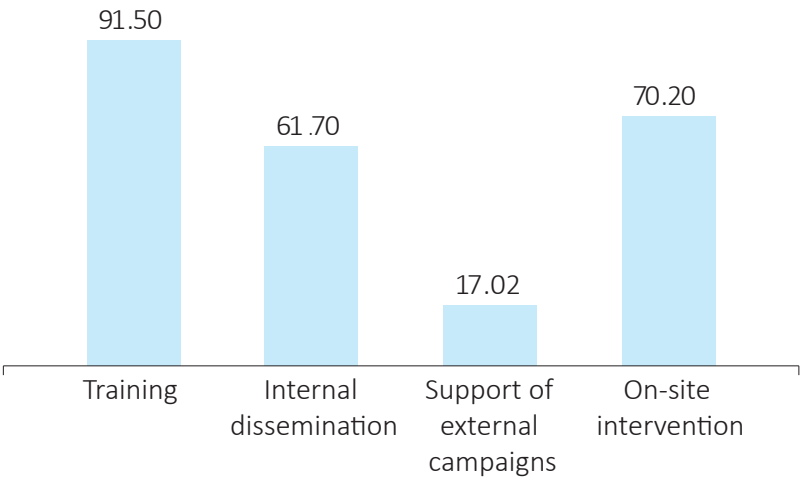
- Suppliers of drinking water in Bolivia, Ecuador, Paraguay and Peru participated in an international campaign called “Close the tap on VAW”, providing information to sensitize the population in the fight against VAW. The campaign has delivered information with monthly bills and calendars to millions of households.
- Suppliers of electricity services: In Peru, Luz del Sur (Lima) and Electro Oriente (San Martín) power utilities participated in the campaigns “Generate light, distribute respect and turn off violence against women” and “Light up your life, turn off the bad energy of violence against women”, respectively. Information was provided at payment locations and through invoices to thousands of households; in addition to the creation of a Public Service Announcement for the campaign (Electro Oriente) broadcast on television.
- Women’s Letters (Ecuador, Bolivia and Peru): An international campaign that consists of women from all over the country writing letters describing experiences of violence suffered throughout their lives. Fourteen large and medium-sized companies actively participated in this campaign. The campaign was replicated in Bolivia with five corporate sponsors, and collected more than 17,000 letters.

Limitations: When benchmarking all the available literature, the first thing one finds is a dispersion and variety of recommendations and preventive initiatives of VAW in companies. However, grouping them by common factors, all prevention actions focus on at least one of four activities: 1) training of personnel (91.5%), 2) information dissemination within the organization (61.7%), 3) sponsorship of external VAW prevention campaigns (17%) and 4) on-site protection of victims (70.2%). There is, in fact, a bias towards reactive prevention actions to the detriment of proactive prevention.

Also, many of these actions are only recommendations so far, without application or verification, and are not organized within a comprehensive model that is attractive to companies and that orders a structured sequence of prevention actions. Thus, although many initiatives are easy to apply and promising, there are no positive results evaluations for VAW prevention or information related to any business returns.

The biggest limitation detected is that the various prevention actions are not organized in a management model that facilitates their articulation in the business environment. That can result in companies deciding to choose one prevention activity or another, depending on their immediate emergency needs, rather than a long-term sustainable intervention model.

Figure 17
VAW preventive initiatives, according to information source (%)
1995 – Feb. 2015



Source: Author’s design based on 47 scientific articles, institutional publications, case reports published between 1995 and February 2015.

3.2. Business management model to prevent VAW

The Management Model (MM) is presented below so that equitable companies can prevent violence against women in intimate relationships. A management model is an organized system of resources, activities and processes that seek to transform inputs into results. This model aims to integrate, into the value chain of companies, the various prevention activities that have been carried out and recommended in the world, so that the intervention is orderly, systematic and sustainable.

The proposed Management Model consists of a series of seven steps broken down into eleven preventive services or activities, which can be gradually implemented in an organization over a period of three years, to reduce VAW and directly attack its cause: gender inequality. It has six characteristics:

- 1. Conceptual bases. The MM is based on gender theory and the business theory of win-win, as an essential element using the principle of equity. It draws on the causal theory of inequality as the cause of VAW and, for its application, uses the theory of organizational change.

2. Integral prevention. The prevention of VAW is not only oriented to the attention of cases already identified (tertiary prevention), but also to the detection of cases in a timely manner (secondary prevention) and to prevent the emergence of new cases (primary prevention). The MM undertakes a comprehensive prevention.
3. Proactive approach. The MM not only seeks to recover lost productivity due to VAW (reduce costs), but also to optimize the entire value chain and take advantage of markets that are sensitive to gender equity (generate value).
4. Multilevel approach. In companies, there are three levels of action according to their hierarchy: political (senior management), strategic (middle managers) and operational (staff). In companies, there are also two levels of organizational change: culture (which serves as context) and structure (which serves as content for the value chain). The prevention of VAW using the MM happens at all these levels, in a balanced way.
5. Idiosyncratic. Each company has its own business model, unique and singular. VAW prevention actions must respect this model and articulate with it. Therefore, effective prevention of VAW offers various services according to the needs of each company.
6. Results-based. The MM is designed to reduce the prevalence and incidence of VAW in aggressors and victims, as well as in witnesses, and to recover productivity losses due to absenteeism, presentism and turnover. The model also seeks to optimize the value chain by eliminating inequitable management patterns that weaken the business function.

In the previous chapter the theoretical bases of the model have been thoroughly described. Therefore, this section will describe the other five characteristics and their forms of applications, considerations and strategies.

3.2.1. Effective prevention of VAW requires three levels of prevention

Business owners often imagine VAW as physical violence with obvious damage and therefore tend to accept tertiary prevention proposals to the detriment of the primary. VAW is not only physical, it is mainly emotional and economic, which does not mean it causes less harm. As found in studies of business costs, VAW produces enormous costs in productivity due to incapacity for work, but presenteeism (decrease in yield) is the main source of loss (Vara, 2013, 2015).

National research carried out in Peru and Bolivia (Vara, 2013, 2015) found that there are five types of employees in companies, depending on their experience with VAW:

1) Personnel who suffer from or commit violence in intimate relationships (approximately 20%). (2) Staff who have previously suffered from VAW, not in the past year but still have emotional consequences (approximately 10%). (3) Staff in early stages of VAW or in denial of their VAW experience (approximately 30%). 4) Personnel who do not experience VAW (approximately 50%). Within this last group, 15% of the staff witnesses VAW situations among their colleagues.

Because they are different groups with different needs, effective prevention requires action with each of these groups; since all groups, except for those who do not experience VAW, generate business costs. Therefore, prevention must be primary, secondary and tertiary:

- Primary prevention focuses on people who are not yet involved in situations of violence and the core of action is education.
- Secondary prevention focuses on people who are already involved in situations of violence, but still in its early stages where it can be stopped. Its core is detection.
- Tertiary prevention, for its part, focuses on the care of people who are already involved in situations of serious violence. Its core is the containment of the damages caused by the VAW (see Table 9).

Depending on the diagnosis of the VAW status and its impact on productivity, companies can prioritize primary prevention, facilitate secondary prevention and create the conditions for timely derivation of tertiary prevention.

3.2.2. Effective prevention of VAW requires involving the three organizational levels

In companies, there are three hierarchical levels of action: policy (top management), strategy (middle management) and operational (personnel). Also, there are two levels of organizational change: culture (which serves as context) and structure (which serves as content for the value chain). The prevention of VAW requires crossing both spheres.

Table 9**Levels, nuclei of action, target population and VAW prevention activities in companies**

Levels of prevention	Nuclei of Action	Target Population	Prevention Activities
Primary	Education	• Employees without partners and / or no VAW	• Informative talks, training workshops • Information materials • Standards of conduct to promote equity and intolerance to VAW • Management training
Secondary	Detection	• Employees who suffer or commit VAW in early stages • Employees who suffer or commit VAW but do not recognize it as such • Employees who witness VAW in their colleagues	• Training of reference agents to intervene in VAW cases • Training to identify VAW signs • Security policies in cases of VAW (control of aggressors)
Tertiary	Containment	• Employees who suffered or exercised VAW in the last year and who have evidence of harm	• Protocol of action (protection) when the partner attacks while the employee is working • Training of HR personnel (social worker assistance, management, legal) • Timely referral to specialized entities to assist the aggressors or victims • Health and wellness programs

Source: Prepared by the author

Therefore, seven steps are proposed for effective prevention of VAW, so that it is strategic to the mission of the company. In turn, each step requires the execution of three phases: design, implementation and evaluation; distributed according to the level of action and organizational change (see Table 10). The seven steps for a company free from VAW are: 1) Determine the VAW status and its effect on productivity. 2) Create policy guidelines of zero tolerance to VAW. 3) Create a safe environment with interpersonal co-responsibility. 4) Articulate a network of institutional services for the care of VAW. 5) Promote a VAW-free organizational culture. 6) Identify inequitable management patterns that limit business function. 7) Apply gender principles to optimize management.

Table 10		
Seven steps of the Management Model for a VAW-free company		
Levels of Action	Levels of Change	
Policy	Culture	Structure
	Create policy guidelines of zero tolerance to VAW (P2)	Determine the VAW status and its impact on productivity (P1)
Strategy	Identify inequitable management patterns that limit business function (P6)	
	Promote a VAW-free organizational culture (P5)	Apply gender principles to optimize management (P7)
Operational	Create a safe environment with interpersonal co-responsibility (P3)	Articulate a network of institutional services for the care of VAW (P4)

Source: Prepared by the author

At the political level, VAW prevention requires two steps: 1) in the structural scenario, determine the VAW status and its impact on organizational productivity; 2) in the cultural scenario, create zero tolerance to VAW policy guidelines. At this first level, there are two key moments in VAW prevention:

- The motivation and authorization of senior management to conduct a study to determine the prevalence and incidence of violence against women in intimate relationships, as well as its impact on the company.
- The commitment of senior management to create mechanisms for prevention of VAW within the company. This commitment translates into the creation and approval of zero VAW tolerance policy guidelines that can be converted into actions by middle management.

At the operational level, VAW prevention requires two further steps. In the cultural field: 3) create a safe environment and individual co-responsibility with respect to VAW. In the structural area: 4) articulate a network of institutional services to address VAW.

At this third level, VAW prevention actions are aimed at aligning the culture and organizational structure to facilitate the primary, secondary and tertiary prevention process, so that senior management policies are translated into concrete actions of prevention.

Table 11**Limitations and barriers by level of action to prevent VAW in companies**

Levels of action	Limitations and barriers	Strategies of action
Policy	Does not care about the issue, believes that the issue is outside the business concern or that there is no VAW in the company	Present the study of business costs in the country, using the strategy of cost-based persuasion
	Does not have time, it is not a priority, thinks it is an unnecessary expense	Use the arguments of identity and well-being and cost-benefit
	Has a very restrictive approach to VAW prevention	Use the strategy argument, emphasizing the improvement of the value chain and the trends of new markets
Strategic	Do not see VAW prevention as a priority: each management department has its own work agenda and it takes a long time to include new elements	- Use strategy and well-being arguments. - Although there is willingness and approval from senior management, middle managers will take their time and initially resist the implementation of the measures - Assume a period of sensitization and training so that managers see the utility of incorporating VAW prevention into their agendas
	Middle management does not work in concord; there are rivalries. VAW prevention initiatives are usually more easily accepted by social responsibility management. However, human resources, institutional image or marketing managements tend to be more reticent	Initiate the approach to VAW prevention with CSR management or the most receptive ones. Immediately afterwards get the support of senior management, without involving other managers until after obtaining top level approval
	Management objects to some aspects of the prevention methodology, demanding changes. Many requests for change are due to prejudices or patterns of inequitable management	The nature of such prejudices should be discussed in private and changed only in terms of form. Successful prevention experiences and the importance of respecting the methodology that has already been proven to work should be emphasized

Operational	• Rigid gender norms are strong barriers to appreciating the value of VAW prevention	• To facilitate change, you must take control of the environment before beginning any training activity. Control of the environment means: 1) have the support of the employees with greatest influence among the staff; 2) prevent that natural work groups band together to block the training (separate them or form new groups within the workshops); 3) address first any resistance to promote commitment and behavior change
	• Institutions that provide VAW care services do not meet the minimum quality requirements	• Use the compatibility argument to gain support for the development of services that meet international standards
	• Service provider institutions have negative attitudes towards companies and their role in prevention	• Use the identity argument and rebut prejudices. Demonstrate that patriarchy and capitalism are not synonymous. Report on successful cases of company-sponsored VAW prevention

Source: Prepared by the author

Finally, at the strategic level, VAW prevention requires three steps. In the cultural sphere: 5) promote a VAW-free organizational culture and 6) identify inequitable management patterns that limit the business function. In the structural area: 7) apply the principles of gender to optimize management.

In each of these steps, there will be limitations and barriers that must be overcome. The following table identifies the most frequent and proposes some strategies of action to overcome them.

Table 12**Business actions to prevent VAW, reactive and proactive**

Strategies	Preventive Actions	Expected Results
To control costs (reactive management)	Step 1: Determine the status of the VAW in the company and its impact on productivity	Identify the prevalence and incidence of VAW, and the invisible costs of absenteeism, presentism and productivity (diagnostic report)
	Step 3: Create a safe environment and co-responsibility relative to VAW	Intervention in suspected and actual cases of VAW in the personnel of middle management, operations, support and security of the company (manuals and training).
	Step 4: Articulate a network of institutional services for care / prevention of VAW	Care for victims and aggressors of the VAW using the specialized services available in the community (manuals, trainings and agreements)
To optimize processes and create value (proactive management)	Step 2: Create and modify VAW zero-tolerance policy guidelines	Directives for prevention and sanctioning of any type of VAW, aligning the management instruments to the directives designed, and prior training of management (training, policies and management documents)
	Step 5: Promote a company cultural change of equity, free of VAW	Dissemination and training in policies and new values around the prevention of VAW. Training in masculinities and gender norms. Promotion of external VAW prevention initiatives (CSR)
	Step 6: Identify inequitable management patterns (IMP)	Diagnosis and control of inequity in the daily management of the company. The impact of IMP on organizational efficiency is also determined
	Step 7: Implement the principles of Gender Theory to optimize management and prevent VAW	Logistics, marketing, public relations, administration, operations, production, and human resources policies; as well as policies against VAW, sexist advertising and discrimination. Managers trained in gender

Source: Prepared by the author

3.2.3. Effective prevention is not only reactive but proactive

The estimation of the business costs of VAW is a strong motivator to initiate prevention and care actions in companies. However, companies need to be aware of the level of commitment necessary to get involved.

The majority of VAW business prevention proposals and recommendations have focused on identifying, controlling and evaluating the risks of this problem. These actions are aimed at training staff to identify cases of VAW, to support those involved in a timely manner, and to refer them to specialized areas. Indeed, from the review of experiences it is observed that VAW 'preventive' actions have been reactive in nature, since they have focused on secondary prevention (identifying cases) and tertiary prevention (attending to cases), neglecting primary prevention (avoiding the emergence of new cases).

Although cost is one of the arguments to involve companies in VAW prevention, there is another argument related to strategy. In section 2.4 it was shown that if the cause of VAW is attacked, not only will violence be reduced with a consequent improvement in productivity, but there will also be positive externalities such as optimization of the value chain and the ability to take advantage of new markets.

Many companies will not want to take the risk of investing in VAW prevention, unless other companies have had successful results; so, they will tend to choose only prevention actions that minimize costs (reactive prevention). Therefore, the management model proposes two scenarios. The first is a scenario of lower investment wherein companies can control the invisible costs of VAW if they apply steps 1, 3 and 4 of the model, over a period of one year. However, if a company wants to prevent VAW while optimizing processes and creating value in the medium term, it needs to also apply steps 2, 5, 6 and 7 over a longer period (three years). Be that as it may, in the medium term, the successful results of reactive prevention can motivate companies to implement the complete model.

3.2.4. Effective prevention respects the management model of each company; it integrates, rather than saturate

Each company has its own business model, unique and singular. VAW prevention actions must respect this model and articulate with it. Therefore, effective prevention of VAW acts modularly, offering various services according to the needs of each company. Indeed, the seven steps of the model can be translated into eleven services or prevention activities, with various expected results. They can be applied sequentially or modularly, as appropriate for each case (see Table 13).

Next, each step of the MM will be reviewed, considering some strategic aspects, barriers to action and factors of success.

Step 1: To determine the state of the VAW in the company and its impact on productivity

The first step for any VAW prevention action is the company diagnosis, whose utility lies in determining the level of VAW within the company and its effects on productivity.

VAW is spread all over the world; no country is immune from this pandemic. Therefore, it is very likely that a percentage of staff within every company is involved in VAW situations. Previous descriptive studies in high-income countries have found that at least 20% of staff suffer from VAW (Vara, 2013). In the study carried out in Peru by Vara (2013), it was found that just in the previous year, 23.1% of employees had suffered VAW and that 25% of employees had assaulted their partners in their homes. If life prevalence is considered, the percentage increases to 40%. In the case of Bolivian companies, 49% of employees were attacked by their partners and 54% of male employees claim to have abused their partners in the last year (Vara, 2015).

As in any business improvement program, a baseline is needed, a starting point for the intervention. The business community has a right to know how widespread VAW is in their organizations and how this affects productivity and value creation. Because there are many barriers that make VAW invisible, a specialized diagnosis is essential to determine its incidence.

This diagnosis must contain at least: a) the prevalence of VAW in any of its forms (physical, sexual, economic, psychological, harm) and according to severity levels; b) the presence of VAW according to where it is performed (household, while working); and c) the effects of VAW on labor productivity and value added (see Table 14).

Table 13**Strategies, services and expected results in the prevention of VAW in companies**

Strategies	Services	Expected Results
Step 1: Determine the status of VAW in the company and its impact on productivity	Estimating business costs because of the prevalence and incidence of VAW	- Number of employees directly affected by VAW and with physical and emotional harm - Number of employees affected by VAW, but not recognized as such - Lost productivity due to absenteeism, presenteeism and staff turnover caused by VAW - Deciding what kind of prevention and at what pace
Step 2: Create and modify policy guidelines for VAW intolerance	Coaching for senior management in issues of masculinity and violence, impact of VAW on working life, prevention and business action against VAW	- Understanding and commitment of top management of the impact that VAW has in companies - Support for institutional policies of zero tolerance to VAW - Gender focus of senior management - Favorable attitude towards VAW prevention initiatives
	Directives to prevent and punish any type of violence, and to modify management instruments in line with the directives designed	Manual of policies of prevention and sanction of any type of violence, management instruments modified and aligned to the new policies of prevention. Also, detailed knowledge by officials carrying out the execution of management tools across the enterprise
Step 3: Create a safe environment and co-responsibility regarding VAW	Manual for intervention in suspected and actual cases of VAW in middle management, operations, support and security personnel	- Guide to identify potential VAW cases - Guide to detect and report VAW cases - Guide for action to intervene in case of witnessing VAW
Step 4: Articulate a network of institutional services for VAW prevention	Training program for Human Resources (social service) and security personnel on prevention and intervention for case care and referral to the institutional services network	- Institutional directory of VAW care and support services - Protocol for care and referral of VAW cases - Security protocol against the harassment of the partner /employee

Step 5: Promote a cultural change of equity and free of VAW in the company	• Program for the dissemination of policies and new values around the prevention of VAW towards mid-level, operational and support personnel • Training program in gender, masculinity, equity, and VAW prevention to support and operational personnel. • External initiatives (campaigns, programs or sponsorships) to promote a society free of VAW	• Gender-sensitive organizational culture • Zero tolerance and staff attitude of rejection of VAW • Operational and support staff trained in gender and prevention of VAW • Directory of social investment for prevention initiatives in VAW
Step 6: Identify inequitable management patterns	• Identification of the inequitable management patterns of management personnel and how they affect the business function • Training program on gender, masculinities, equity and prevention of VAW. The most relevant IMP should be emphasized, proposing changes in management and leadership styles	• Diagnosis of the primary inequitable management patterns in management personnel and the potential costs to the company • Managers trained to identify and control patterns of inequitable management
Step 7: Implement the principles of Gender Theory to optimize management and prevent VAW	• Manual of logistics, marketing, public relations, administration, operations, production and human resources policies free of VAW, sexist advertising and discrimination, aligned with the strategic plan and other management tools	• Managers trained in a gender approach and sensitive to new business opportunities • Gender focused management documents by areas • Management documents aligned with the zero-tolerance VAW policy

Source: Prepared by the author

Table 14		
Essential aspects of the diagnosis of VAW in companies		
Objective	Indicator	Utility
• To determine the prevalence of VAW in any of its forms and levels of severity • Determine the incidence of VAW during the last year • Determine the prevalence and incidence of VAW according to where it happens	• How many employees are assaulted or are VAW abusers throughout their relationship (lifetime prevalence) and during the last year (annual prevalence)	• This information should be differentiated by sex and variables of interest to the company (areas, branches, labor category) • Not only must the annual prevalence be considered, but also the lifetime prevalence, since the effects of VAW are maintained over time, even many years after the relationship ends
	• How many employees are assaulted or are VAW aggressors according to type of VAW (psychological, economic, sexual, physical, physical damage)	• The most subtle and invisible forms of violence (economic and psychological) can have disastrous effects on productivity, mainly because of presenteeism
	• How many employees are assaulted or are aggressors according to severity level (does not recognize VAW but suffers, VAW is slight without physical damage, VAW is severe with physical damage, risk of femicide)	• Prevention actions vary according to the level of severity of VAW among staff
	• How many employees are assaulted or are aggressors according to the level and place where the violence occurs (home, work)	• Not all VAW occurs in the home. A considerable percentage occurs while at work or leaving the premises
• Determine the impact of VAW on labor productivity • Determine the business cost in terms of relative value added, due to VAW	• Amount of person-days the company loses per year in absenteeism, presenteeism and disengagement, due VAW • Amount of money the company loses each year due to VAW • Amount of labor force lost in person-year equivalence because of VAW • Amount of added value lost per year because of VAW	• Knowing how many working days and the amount in wages lost by VAW, allows calculation of the maximum investment in VAW prevention • The calculation must be based on added value, since wages do not represent the real value of lost productivity

Source: Prepared by the author

Violence against women in relationships is a complex variable that is very difficult to record and measure. Therefore, if care is not taken, its prevalence in the company can be underestimated. There are three factors that make measuring VAW difficult:

- First, VAW information is sensitive, because they are very intimate and personal experiences, often kept secret or shared only with a very close group. On the other hand, VAW elicits many emotions: guilt, fear, despair, resentment, hatred, pain and hope are intermingled in a complex way.
- Second, VAW information triggers resistance. Because of the intensity of the experiences and overwhelming emotions involved, human defense mechanisms seek to mitigate the pain. Thus, VAW episodes tend to be repressed and forgotten, to be denied, to be underestimated and, in many cases, to be justified by reactive rationalizations.
- Third, because VAW is socially sanctioned in recent decades, both aggressors and victims tend to respond according to social desirability, to keep up appearances, and not tell what really happens. That way they avoid embarrassment, guilt or damage to their image or reputation.

As shown in Table 15, the validity of the diagnosis will depend on how much care is taken with the measurement protocol. This protocol requires that: a) surveys be anonymous and confidential, b) instruments are very practical and appropriate to the level of understanding of staff, and c) validity of measures is guaranteed.

- In the first case, it is essential to maintain and ensure the confidentiality and anonymity of responses. Respondents should be assured that no one will know that the questionnaire was answered by him or her, and that there will be no labor or personal repercussions; otherwise, the answers will be negative. To avoid any doubt, the most advisable and effective method is to have the diagnosis performed by professionals who do not belong to the organization.
- In the second and third cases, the instruments must be practical, using multiple scales with various scenarios and gradients. VAW occurs in different settings, such as at home, work and on the street; Moreover, in the initial stages of the cycle of violence, it tends to be denied and thought of only as conflicts or fights, but not as violence. Because VAW produces noticeable damage and effects on labor productivity, probing from the consequences is a way to triangulate the various responses more accurately.
- Finally, in the case of surveys of aggressors, it is necessary to use a bidirectional scale first, to motivate sincere responses because, since they often publicly condemn violence against women, they will tend to respond negatively. But if they are first asked about the violence they have suffered as victims, they will tend to be more honest in the final scales.

Table 15**Resistors to identification of VAW in companies and some strategies for its measurement**

VAW Resistors	How it is hidden in the organization	Strategies for diagnosis (protocol)
It is sensitive information	The victims and aggressors will not ask for help from the organization, only their closest colleagues will be informed, who will keep the information confidential	- Ensure confidentiality and anonymity, not only verbally but also through visible symbols such as an anonymous letter box. It is preferable that the study be performed by an independent entity outside the company, and staff should be informed of this - Ask only what is necessary, do not mix with other types of surveys (such as measurements of other types of violence) - Use informed consent statements (make sure it is not mandatory to respond) - Inquire whether employees have witnessed VAW among their colleagues
It is resistant information	A percentage of the staff that suffers from or commits VAW will insist that it does not suffer from it, because it underestimates or does not recognize it	- Use graduated scales by intensity and levels. Sort the scales from lowest to highest to facilitate the response. The broad range of VAW indicators should be measured; not only the physical ones, mainly the psychological and economic ones - Inquiring about the labor consequences of „fights or arguments“ is useful for detecting personnel who do not recognize that they suffer from or commit VAW - Measure objective, rather than subjective, behaviors in all settings (at home, while working or leaving work) - Ask for VAW situations and facts, not interpretations - Use empathic slogans, emphasizing the improvement of quality of life, rather than the measurement of VAW
It is passive information	Staff will not reveal that they are suffering from VAW for fear of being judged or damage to their work reputation	- Avoid value judgments in questions, measure facts only - Assume a neutral language, using non-pejorative slogans, especially for aggressors. - For aggressors, first use a bidirectional VAW scale, to motivate responses free of “guilt” or “censorship”

Source: Prepared by the author

On the other hand, many employees underestimate and deny that they suffer from or commit VAW, because they think that VAW is only physical attacks with damage. They are often thought of as “fights or arguments”, but they have pernicious effects on productivity. Approximately 30 % of the workforce denies that they are experiencing VAW, but they are generating significant business costs (Vara, 2015).

This first step, used as a baseline, should be repeated one and a half years after the implementation of the management model and at the end of the third year of application (or beginning the fourth year) to assess changes in VAW levels and their impacts on productivity.

Step 2: Create and modify policy guidelines for VAW intolerance

Creating zero-tolerance policy guidelines for VAW is a direct consequence of corporate identity. As demonstrated in Chapter 2.1, successful entrepreneurship is always free of violence at all levels; that is why, in order to guarantee that success, a business policy is required that openly rejects VAW. However, it should be noted that implementation of this policy will not be immediate in most cases. A policy is a statement of principles that is made at the highest decision level, but which goes through several stages of discussion and consensus. In addition, because violence against women is a topic fraught with resistance and prejudices, it will be necessary to gradually overcome each of these obstacles.

One of the most frequent forms of inequitable resistance is the assumption that the concept of VAW is biased and discriminatory to violence against men. Management believes that if they approve a policy against VAW they would be unfair to men, preferring to use concepts such as domestic violence, domestic violence or intimate partner violence, arguing that men and women could both be victims and aggressors at the same time.

Precisely to overcome this resistance, the principle of equity should be used, demonstrating that bidirectional symmetrical violence would only be acceptable if both members had an equal distribution of power and if violence was only situational (case-specific) and non-structural (present throughout the world and used as a means of subordination). These and other arguments need to be discussed with management; but it is advisable to do it separately and in personal sessions. Using the coaching approach, it is possible to discuss and refute the prejudices and inequitable patterns most rooted in each manager, and demonstrate the harm that VAW creates in work and personal life, as well as the benefits to be gained by overcoming it. Because inequitable ideas are learned from early childhood, they have very intense emotional imprints that require working in private; therefore, the path of personal coaching is promising.

The declaration of an organizational policy against VAW is a great achievement for prevention. Policies lay the foundations for specific directives, or modify and align all management documents, and direct allocation of permanent resources to prevention. Since all management documents should integrate policy guidelines, they should be updated in the light of the new guidelines. Many companies already have codes of conduct, so it is not necessary to create a single document for VAW prevention. You can insert some clauses within existing ones.

Step 3: Create a safe environment with shared responsibility in relation to VAW

Businesses can create occupational safety and health conditions to prevent Type IV violence, based on the Occupational Safety and Health Administration (OSHA) standards that are used to control other types of violence. In the first case, the company can protect its assaulted employees, as it would with Type I violence, in cases of VAW that occur in or out of work facilities.

The cost studies carried out in Peru and Bolivia (Vara, 2013, 2015), found that at least 35 % of staff have witnessed VAW situations among their colleagues. However, instead of this group serving as a restraint and support, it has also suffered emotional damage and labor disturbance, which leads to considerable losses in presenteeism for companies. It is worrying that 40 % of all VAW attacks occur while the victim is at work (Vara, 2015), not only for the safety of the organization, but mainly for the safety of the victim. In the United States, Tiesman et al. (2012) found that 33 % of all homicides of women killed while working were at the hands of the partner or ex-partner, and half happened while they were leaving work. It was the second leading cause of death, after criminal killings of Type I violence (39%).

Staff need to empower themselves to identify, prevent and socially sanction the factors that support or sustain VAW, and not act only as indifferent witnesses. This strategy encourages men and women to have supportive attitudes and helpful behaviors, especially in timely intervention before VAW is triggered, or in support of battered women when it occurs. Research shows that even though 93 % are willing to report VAW cases and 79 % say they would directly intervene by persuading the aggressor to stop, few people would actually do so (Latta & Goodman, 2011). As can be seen in Table 16, there are four typical barriers for witnesses to stop being simply spectators and four action steps to take (Vara, 2014).

Therefore, the management model requires three actions to create a safe environment with shared responsibility in relation to VAW:

- Identification (secondary prevention). A third of the staff usually know cases of VAW that are not reported in a timely manner. Action policies and procedures should be implemented in cases of VAW, with outsourced care channels.

- Support (tertiary prevention). Staff need to know how to deal with VAW cases, before they arise in the workplace and how to protect those attacked.
- Social control (primary prevention). Staff need to rely on organizational norms to socially sanction any hint of inequitable precept (e.g., discourage aggressors) that may affect business function. Group training, modification of the safety environment, preparation of manuals and guides, and training of natural leaders and supervisors are the best ways to implement this step.

Step 4: Set up a network of institutional services for VAW prevention

While companies can be actively involved in VAW prevention, they should not do all the work, as they are not specialists nor is this their core business. Coordinated support is required from institutions that provide specialized prevention and care services in detected cases of VAW (see Table 17).

Table 16	
Barriers to intervention when VAW is present in co-workers and possible effective interventions	
Resistance to VAW prevention	Actions of Intervention
• Beliefs and prejudices: belief that violence is a private matter, that marriage is sacred, that the family does not need interference from others, or that violence is justified or caused by women’s actions, are direct obstacles to intervention • Fear: the aggressor can threaten, attack or harm the people involved. In order to be involved in VAW prevention, it is necessary to create conditions so that staff feel the intervention will be effective, without assuming much personal risk, and counting on the police force or the organization • Impotence: abusive relationships are cyclical and difficult to break, so people who testify can feel powerless to see that their intervention did not have the expected effect • Inability: the absence of practical information on how to intervene in times of VAW can restrain both women and men who witness it (Burn, 2009; Banyard & Moynihan, 2011; Mitchell & Freitag, 2011)	• Route of action: Witness the event > Interpret that it is a problem > Feel responsible to act > Have the necessary skills to intervene > Intervene • Moving from step 1 to step 5 requires some empowerment. The prevention of VAW requires a greater sense of responsibility in eradicating violence, building a sense of self-efficacy and trust in its interventions, and promoting social norms that encourage those who witness it to participate actively in the fight against VAW • Witnesses are taught how to identify potential VAW circumstances, who to report this to, and how to intervene before it occurs • Empowerment and organizational support is necessary so that those who witness VAW can act

Source: Prepared by the author based on Vara (2014).

As the demand for business prevention of VAW increases, groups of providers will be willing to provide quality primary prevention services. Universities and business training centers do not yet have programs or syllabi in gender equity and violence, so companies can request their inclusion or require this competency in new managers, especially in the areas of human resources, marketing and social responsibility.

Various civil society organizations could provide training and counseling on VAW prevention issues. However, the effectiveness of these interventions will depend on their management of the business language and whether their services incorporate the cost-benefit logic.

Shelters and civil society services for specialized care of VAW cases (tertiary), whether for victims or aggressors, need to be supported by a channel and contact protocol, as well as the safeguarding of confidential information and personnel protection. Companies may allocate annual funds to maintain such centers or may pay a

per-case fee; but, if so, shelters and civilian services should take a quality service approach, incorporating international quality standards that are acceptable to the companies and that meet the needs of the victims or the aggressors.

Because of the enormous amount of resources that equitable companies will invest to prevent VAW, the state can promote fiscal stimuli to strengthen prevention, but companies should collectively pressure the State to do so. Fiscal returns for training, requiring a VAW prevention seal to sell to the State, orienting existing care services toward organizational needs can all be very useful to incentivize the private sector (Vara, 2014).

Table 17	
Providers required according to VAW prevention levels	
Levels of Prevention	Required Providers
Primary (prevention)	• Specialists in gender, masculinities and VAW • Companies with previous experience in VAW prevention (older sisters)
Secondary (containment)	• Specialized institutions (feminist movements, women's groups, health centers) • Police station dedicated to attending women
Tertiary (intervention)	• Emergency telephone lines (e.g., Line 100) • Shelters for women • Women's Emergency Centers. • Police stations dedicated to attending women • Hospitals • Ministry of Women

Step 5: Promote a cultural change of equity and absence of VAW in the company

In the management model to prevent VAW, it is assumed that however gender-biased people may be, they will behave equitably if they have rules to follow within an organization. Because the rules fall into a vacuum if there is no culture to sustain them, a VAW-free culture requires advocacy at all levels. The education and training of managers as well as the operational staff is the first step and must cover four topics: gender, masculinities, equity and VAW.

Cultural change must be based on the promotion of respect at all levels and eliminate some inequitable beliefs deeply rooted in society. The zero-tolerance policy for violence must be intensively and continuously disseminated, and the cultural and socialization activities of companies should:

- Emphasize that there is no justification for accepting VAW.
- Eradicate victim blaming.
- Promote a sense of responsibility and desire for change among aggressors.

- Socially reinforce the acceptable responses and intervention of colleagues that witness VAW.
- Socially reinforce equitable models of masculinity and femininity.
- Explain the negative impact of VAW on the quality of life of the staff, area productivity and company performance.
- Socialize the various channels and means of information, attention and services the company provides to prevent and attend to situations of VAW.

Masculinities: the beliefs and ideas of men, when they rely on patriarchal inequitable precepts, tend to reinforce violent behaviors of their colleagues, justify VAW and keep acts of VAW while working a secret (Dekeseredy & Schwartz, 2013). This “complicity of gender” has been widely documented and must be confronted if real change in employee attitudes is desired. Therefore, a key factor in the prevention of VAW is working with men through masculinity workshops. VAW prevention programs directed to men tend to focus on four aspects simultaneously: a) change the attitudes and behaviors that predispose men toward violence, b) engage men to intervene when they see other men attacking their partners, c) provide positive resocialization experiences and d) offer social marketing techniques to present a new masculine image as an alternative to the predominant hegemonic vision (Vara, 2014).

The WHO (2010, cited in Vara, 2014) compiled some lessons learned in work with men and young people: a) they recommend promoting the positive role men have in the health and well-being of their partners, families and communities, instead of representing men as potentially violent; b) they recommend avoiding defensive behavior in men by using non-confrontational approaches, and preferably in groups of males only; and c) it is necessary to understand the collective stereotypes about men about power, gender, relationships and violence in order to deliver messages that are relevant to them.

External campaigns: many companies, especially those that have media resources and rely on their positive public reputation, will also want to invest in external VAW prevention campaigns for the general population.

VAW is a very sensitive issue; therefore, before investing, companies should seek expert advice on the suitability of their campaign content to prevent inequitable precepts and gender prejudices from affecting its quality. Other more philanthropic companies, with experience in donations or sponsorships, will require a portfolio of VAW prevention social investment options. This is another challenge for training centers, as their communication and marketing specialists lack training in gender and VAW prevention.

Step 6: Identify inequitable management patterns

Because inequitable systems are ubiquitous, it is inevitable that both organizations (as systems) and staff (as individuals) have been instructed under its doctrine. As demonstrated in the Chapter 1.1, equitable capitalism has emerged within an inequitable patriarchal society. Although their principles are contrary, fair companies are born and develop in inequitable societies, so it is very likely that many inequitable precepts coexist camouflaged within the organizational culture of the company.

Inequitable management patterns (IMP) are irrational behaviors, a product of systematic biases when making decisions. IMP condition inequities to unfairly extract wealth (that is its goal), using violence or the threat of violence to achieve this, and justifying it with irrational, but socially accepted, arguments. Since IMP generates impoverishment, its presence in the company produces negative impacts in productivity. Although there is no available evidence of this hypothesis, Section 2.4.1.2 presented a case study of the pernicious effects of IMP in the value chain.

So far, as a result of direct experience, three inequitable management patterns have been identified in companies: a) exclusion IMP, b) abuse of power IMP, and c) rigidity IMP (see Table 18).

Because no specific content on gender and violence currently exists in universities' business science departments, management and other decision-making personnel do not have enough training to identify and control these inequitable management patterns. Often these patterns are embedded in the organizational culture of a company; other times they are only individual patterns.

Therefore, in the management model, a diagnosis is required to identify the prevalence of these IMP and their impact on the organization. After the diagnosis, management and operational training will teach personnel to identify the IMP and eliminate them from their work life. Additionally, some stipulations against the most frequent inequitable values can be included within the organization's rules of conduct and the declaration of values.

Table 18		
Most frequent inequitable management patterns, indicators and organizational impact		
Inequitable Management Patterns	Indicators	Impact on the organization
Exclusion	• Biases in selection of personnel, hiring and promotions • Ideas of superiority without prior evaluation • Formation of groups due to gender complicity	• Valuable workforce loss • Androcentric management • Loss of strategic diversity in work groups and boards of directors
Abuse of power	• Sexual harassment in the workplace • Workplace harassment of personnel who do not comply with gender stereotypes • Abuse of authority towards operational staff • Misuse of business resources • Tolerance of violence against women	• Court actions for harassment, abuse or arbitrary dismissal • Turnover of external personnel • Deterioration of the organizational climate • Loss of resources • Presenteeism
Rigidity	• Inability to work in mixed teams • Gender insensitivity • Sexual stereotypes in marketing and advertising • Sexual stereotypes in job definitions • Taking risks due to gender stereotypes and not for justified reasons	• Loss of new markets • Decrease in corporate creativity • Damaged corporate reputation • Losses of investment without return • Debts for impulsive investments

Source: Prepared by the author

Step 7: Implement the principles of Gender Theory to optimize management and prevent VAW

In the previous chapter, evidence was presented about the positive business results achieved by training managers on Gender Theory (GT). The principles of GT are useful to identify and eliminate inequitable management patterns in the organization. However, training is required. Therefore, in step seven of the management model it is necessary to implement GT training for key personnel of the organization.

Training managers in Gender Theory is profitable because of all the positive impacts it brings (see Table 19), but the training should be reflected in policy manuals for logistics, marketing, public relations, administration, operations, production, human resources, prevention of VAW, non-sexist and discriminatory advertising, aligned to

the strategic plan and other instruments of management. That is, to know if management has assimilated the key concepts of Gender Theory, managers should review their own management action policies, identify inequitable management patterns in them, and reorganize or propose, if appropriate, documents with a gender focus.

Table 19		
Impacts of the implementation of gender principles to ensure equity in companies		
Aspect	Internal Impact	External impact
Capitalization of resources	Strengthening skills and knowledge of human capital, for inclusive equity between men and women	Innovation and creativity in products and solutions for customers and the market
Loyalty and motivation	Managers empowered and more sensitive to gender	Take advantage of opportunities in new markets
Productivity	Loyalty of collaborators	Attraction and retention of the best human capital
Reputation and image	Contributes to improve the work environment	Confidence and credibility before the market and the community

Source: Partnership for Social Dialogue and Equality in Companies Project (2008); Workplace Gender Equality Agency (2013), with modifications and inclusions by the author.

Using the principles of Gender Theory, the inequitable management patterns can be identified in order to reverse them and optimize management. Managers at all levels require training on Gender Theory to successfully identify these inequitable patterns, get rid of them and lead the company according to rational and strategic precepts. Therefore, by identifying and then eliminating inequitable management patterns, the company's value chain can be optimized.

Table 20		
Essential Principles of Gender Theory applicable to the business function		
Guiding principle	Strategic actions	Affirmative action mechanisms
Equity	Visibility (identify inequity)	• Differentiated and nominative reality (NR) • Intersectionality (IN)
	Empowerment (restore the equitable balance)	• Autonomy (AU) • Participation in power (PP) • Use of co-responsible time (UT)

Source: Prepared by the author

For several decades now, feminist movements have been developing theoretical and practical models to identify and confront the inequitable systems. This set of actions and proposals are framed under

Gender Theory; here one finds the principles to identify and control IMP in the company. Summarizing Gender Theory to its most essential principles – the ABCs of gender, so to speak, they would be: a) the principle of equity, b) the principle of visibility and c) the principle of empowerment (see Table 20).

Gender, as a concept, is a dual-use tool; it is as much an instrument of diagnosis as it is a strategic intervention. Gender analysis can determine if equity is fulfilled or not; it also provides guidelines to restore balance. Therefore, two strategic actions arise from this guiding principle (equity): 1) visibility and 2) empowerment. Because there is a social structure of invisible and omnipresent domination, it is necessary to make it visible to identify inequity and then use the principle of empowerment to balance those relationships. The principles of visibility and empowerment work together: the first identifies inequity; the second seeks to restore balance. Indeed, inequitable relationships, when they last over time and reproduce in the institutions of society, become so common, so “natural”, that they are unnoticed. Therefore, the principle of visibility is a strategic mechanism to make inequality visible. In practice, the visibility principle works through two actions-mechanisms: the differentiated and nominative reality, and intersectionality (Table 20).

On the other hand, when there is inequity and this is identified, it is necessary to balance the relationship. One way to do that is to empower the weaker party, which is achieved by fostering autonomy in decision-making, promoting participation in the spheres of power and promoting sharing of family/home responsibilities. Table 21 presents each gender principle and some indicators of inequitable management patterns.

Table 21**Principles of Gender Theory, definitions and indicators**

Principles	Definition	Company with inequitable management patterns
Differentiated reality	It consists of comparing all organizational indicators according to sex. In theory, there should not be significant differences in the exercise of rights and performance, except beyond chance. If significant differences are found, whose explanation only obeys to sex, then there are signs of inequity.	- The average salary of men is higher than that of women, in the same functions - The positions are based on gender roles rather than on individual performance or profiles - Few or no women sit on corporate boards
Nominative reality	It consists of analyzing the language used to identify segregation or discrimination. In fact, in terms of language, it has been found that it tends to make the contribution and presence of women invisible too, using a segregationist and patriarchal language.	- Documents and communications do not use a gender inclusive language - Everything is drafted using the masculine gender
Intersectionality	- The patriarchal win-lose relationships are not linear; on the contrary, they work under a matrix model of multiple discriminations and violence (Hill-Collins, 2000; Crenshaw, 1991) that accompany the gender. - The conditions of discrimination and inequality become more acute when other conditions of discrimination converge (e.g. race, social condition, marital status, sexual orientation, etc.). There is no single profile of men or women, both vary according to their conditions and social positions; and while women may suffer violence, those who are indigenous, poor, cohabiting, may be more exposed to it.	- Ethnic and minority groups are more frequent in the lower parts of the hierarchy - There are no inclusion policies related to opportunities - Competency standards are used based only on a particular group (men) and that is not representative of the various groups (women)

Autonomy	• It consists of having real decision-making power (with the availability of resources to carry it out) and not just nominal, being responsible for its actions	• Although there are women in the board or the management, they do not have the autonomy of decision, or their decisions have no major impact, since they are in representation management or without real decision-making power (e.g., management without personnel in charge, management without independent budget or management that depends on all its decisions from another management)
Participation in power	• The competency-based approach requires a thorough analysis of patriarchal prejudices; otherwise, unjustly favors categories, failing to provide the company with the talents necessary for its development. Patriarchal companies exclude women from boards of directors, from senior management and relegate them only to traditional or assistance positions	• There are no women on boards of directors, senior management or middle managers • Women occupy, mostly, welfare posts
Use of co-responsible time	• For reasons of gender, women usually have a double or triple day because of the unequal use of their time. For centuries, women have been given the task of caring for the home, children, husband and relatives, becoming an obligation, a social mandate • The invisible workday of women (unpaid and unrated domestic work) steals talent from companies, as women suffer exhaustion due to overload of tasks and decrease their potential performance	• Women carry out double working hours (company-home), without having business policies that recognize this fact and mitigate its impact and, if possible, promote men's care work

Source: Prepared by the author

Table 22**Expected impacts from the application of the management model over a period of three years**

Year	Management Model Services	Expected impacts
1	• (1) Estimation of business costs of the VAW due to the prevalence and incidence of VAW. • (4) Manual and training of intervention in cases of alert and occurrence of VAW, for the middle, operational, support and security personnel of the company • (5) Training program for the personnel of the HR department (social service) and security personnel on prevention and intervention for case management and referral to the institutional services network	• Reduce the number of average attacks on women who suffer VAW while working, or on the aggressors who exercise it (Baseline: 25 % of the workforce) • Up to 40 % of all attacks can be reduced (from an average of 22 attacks per year) • For each reduced attack, 1.2 productive days are recovered. Number of attacks per year = 22 (40 % occurs while working) • Reduce the number of VAW incidents that the staff witnesses while working. 17 working days a year are lost to witness VAW (Baseline: 15 % of the workforce)
2	• (2) Coaching in gender, masculinity and violence directed at top management: masculinity and violence, impact of violence against women in working life, prevention and business action in the face of violence against women • (3) Directives on prevention and punishment of any type of violence, and modify management instruments aligned with the directives designed • (8) Identification of the PGI of the managerial staff and how they affect the business function • (9) Training program on gender, masculinity, equity and VAW, where the most relevant PGIs are emphasized, proposing changes in management styles and leadership	• Days-year lost by staff affected with VAW (34 days) will be reduced • Percentage of personnel affected with VAW last year (25 %) • Percentage of personnel affected before the last year (between 5 and 15 %) • When formal complaints are made, days of absenteeism may increase to attend judicial or process summons

3	• (1) Estimation of business costs of the VAW due to the prevalence and incidence of VAW • (6) Program for the dissemination of policies and new values around the prevention of VAW towards middle, operational and support personnel • (7) Training program on gender, masculinity, equity and VAW for operational and support staff • (10) Policy manual for logistics, marketing, public relations, administration, operations, production, human resources, all free of VCM, sexist advertising and discrimination, aligned with the Strategic Plan and other management tools (including managerial training)	• The lost productivity of the victims of VAW is recovered; after 3 years), the levels of presenteeism decrease significantly • Favorable attitudes and justifications towards violence have diminished • The staff knows how to identify, act and attend to the detected cases of VAW
4 – 5	• (1) Estimation of business costs of the VAW due to the prevalence and incidence of VAW • (11) External initiatives (campaigns or programs or sponsorships) to promote a VAW-free society	• The business culture has assimilated the values of prevention and respect based on equity • Organizational commitment increases significantly, as well as all its related benefits • Unconscious patriarchal norms have been identified and gender sensitivity has increased • Management documents with a gender focus are available • The company is publicly recognized as an equal organization free of violence against women.

Source: Prepared by the author

3.2.5. What changes are expected with the application of the management model to prevent VAW?

Changing behavior is a process that requires certain conditions to be fully realized. International studies show that conventional programs for the prevention of violence against women are not very effective. In fact, only two out of ten programs have produced meaningful behavior changes (Arango et al., 2013; Ellsberg et al., 2014) and these two are limited to knowledge and attitudes. As pointed out by some studies (Ellsberg et al., 2014; Michau et al., 2014), the most successful prevention programs are commonly participatory, involve many stakeholders, discuss the norms of gender inequality and attitudes towards violence, and they support communication and empowerment for decision making.

Given these conditions, making these behavioral changes in companies looks promising. To start, there is control over the environment that facilitates learning (fixed hours, rules of conduct) and changes can be measured on objective behavior (attacks, competencies and interventions) and subjective behavior (knowledge, attitudes and opinions). Secondly, there are strong reinforcers of conduct (rewards and punishments for performance) and social pressure of diverse agents that facilitate compliance with the change (management, supervisors, colleagues, clientele, etc.). All these conditions make organizations ideal environments to change inequitable social norms that maintain violence against women.

From what has been said, there is a series of expected impacts from the application of the management model (see Table 22). These expected impacts serve as drivers to monitor the change over time. Changes within three years of the application of the model and projections in the fourth and fifth year.

4 HOW MUCH DOES IT COST TO PREVENT VIOLENCE AGAINST WOMEN?

Converting indirect expenses into investment

There is an evolution in the concept of Corporate Social Responsibility (CSR), which is migrating from a welfare and philanthropic approach to one oriented to the creation of shared value (win-win). Prevention of VAW is based on the principle of equity, which is translated into a win-win philosophy. Many apparent CSR actions are based on philanthropy and turn out to be unsustainable over time, because when compassion brings losses, CSR expires in the short term. The win-win philosophy, on the other hand, is based on the profitability of doing good. Doing good can be profitable and it is the only ethical way to behave, since it is as immoral for companies to profit by causing losses to society as it is for society to benefit by causing losses to companies. The correct and fair way is for both to win (Le Menestrel, 2002).

Therefore, it should be clear that there is a cost to preventing VAW in companies. It is a direct cost, but it is not an expense-loss, rather it is an investment. It is expected that this investment has a return, some benefit over time. On the other hand, not investing in prevention of VAW also has a cost, it is an indirect cost and an expense-loss. In the study conducted in Peru, Vara (2013) found that for every twenty employees, large and medium-sized companies are losing approximately USD 27,000 annually in added value because of VAW. Consequently, prevention of VAW is advisable - in economic terms – to the extent that its cost is lower than this loss and its return greater than inaction.

Table 23

Differences between Corporate Social Responsibility and Creation of Shared Value (win-win)

	Corporate Social Responsibility (CSR)	Creation of Shared Value (win-win)
Value	Do good because it is good, regardless of costs	Do good not only because it is good, but because it brings economic and social benefits (welfare) in relation to costs
Focus	Citizenship, philanthropy, sustainability (one gives, another receives)	Joint creation of value between the company and the community (both win at the same time)
Competition	Discretionality (good will) or response to external pressure (reactive actions)	An integral part of the development of management competencies and institutional policy (proactive actions)
Profits	Other than the maximization of profits (expenditure without return)	An integral part of profit maximization (investment with return)
Agenda	Determined by outward reports and personal preferences	It is company-specific and internally generated (cuts across all decision-making areas)
Budget	Limited impact by the company's footprint and CSR budget	Realign the entire budget of the company (there is a specific departure and ROI is expected from it)

Note: Assuming in both cases applicable law and ethical standards are enforced and mitigation of harm caused by business. Source: Porter & Kramer (2011) modified by the author

4.1. How to estimate the cost-benefit of VAW prevention

The first step to estimate the cost-benefit of VAW prevention is to determine how much the company is losing as a result of VAW. The second step is to estimate how much the prevention of VAW will cost, in terms of implementation and evaluation. Then, from the comparison of these two values, the cost-benefit of VAW prevention can be calculated.

Although measuring the costs of VAW is not an easy task, there are already practical and reliable methodologies for a first estimation based on losses of human resources productivity (such as the methodology of ComVoMujer & USMP). It is expected that new cost estimation methods will be developed in the coming years, methods which take into consideration each link in the value chain and in terms of production or service units, not just human resources. Nevertheless, the current methodol-

ogy for estimating the costs of VAW allows calculating the losses in added value that companies incur from the decrease in productivity due to presenteeism, absenteeism and turnover of personnel, victims, aggressors and witnesses (Vara, 2013).

A problem arises when estimating the costs of prevention of VAW, as there are three limitations:

- Each company has its own management model and its own needs for VAW prevention. In addition, the VAW productivity losses vary in each case, depending on the added value of each sector (e.g., for the same man-hour, the chemical manufacturing industry loses more added value than the food industry).
- As a new demand issue, many VAW prevention services are not available yet; that is, they are not yet offered by consultants. Therefore, there is no defined reference cost.
- It is unknown how prevention of VAW can change behavior of the affected personnel and how much time is required to observe a significant change in productivity.

To overcome these limitations, it is advisable to assume a model of cost estimation, using the quality control cost methodology. Quality costs (QC) are used to optimize areas of low performance that need improvement, monitor quality control in the business, and increase competitive advantage (Larrea, 1991; Dale & Plunkett, 1995; Yang, 2008). From a review of studies published on the different QC models, the Prevention, Evaluation and Failure Model (PEF, Juran, 1951) is the best to validate VAW prevention costs. Finally, to determine when an investment in prevention does not indicate an increase in benefits, the cost-benefit analysis will be used (Grimm & Fox, 1987). Most quality cost models are based on the classification of prevention costs, evaluation costs and failure costs (PEF) (Schiffauerova & Thomson, 2006; Ayuso, 2004; Morgan & Piercy, 1996). According to Campañella et al. (1983) and Climent (2003), the PEF model is based on three elements: a) prevention costs are the activities to ensure the quality of the product or service (VAW prevention activities); b) evaluation costs are the activities to measure the level of quality obtained from the process (annual assessment of VAW prevalence and costs); and c) the costs of failures are all those derived from the lack of quality in products or services before or after being delivered to the clientele. The costs of internal failures are those that are generated when the product does not meet the requirements and is detected before delivery to the customer. The costs of external failures are the cost of the guarantee, customer complaints, etc. In the case of VAW, the failures can be: missed work days, presenteeism, labor accidents, incidents with clients, business reputation, turnover caused by VAW.

The PEF model considers that the total elimination of defects is possible with large investments that will asymptotically increase the evaluation and prevention costs (see Figure 18). The optimal cost is reached before the failures disappear. The eval-

uation costs will reach a point where spending more on them will not save more; on the contrary, since they will generate more expense on inspection than can be saved on rejections, setbacks or guarantees. Prevention costs, if applied effectively, will reduce other quality costs, including evaluation costs (Crosby, 1979; Ayuso, 2001; Rincón, 2001; Gracia & Dzul, 2007; Dzul, 2009; Castillo, Smith & Simonton, 2012; Shoukry, Hossam & Abdel, 2012; Moica & Radulescu, 2014; Snieka, Daunoriene & Zekeviciene, 2013).

Therefore, the basic equation to summarize the quality costs for the Prevention of VAW will be:

$\Delta Cc = \Delta Cp + \Delta Ce - \Delta Cfie$, where

Cc = Total Quality Costs

Cp = VAW Prevention Costs

Ce = VAW Evaluation Costs

$Cfie$ = Internal and External Failure costs resulting from VAW

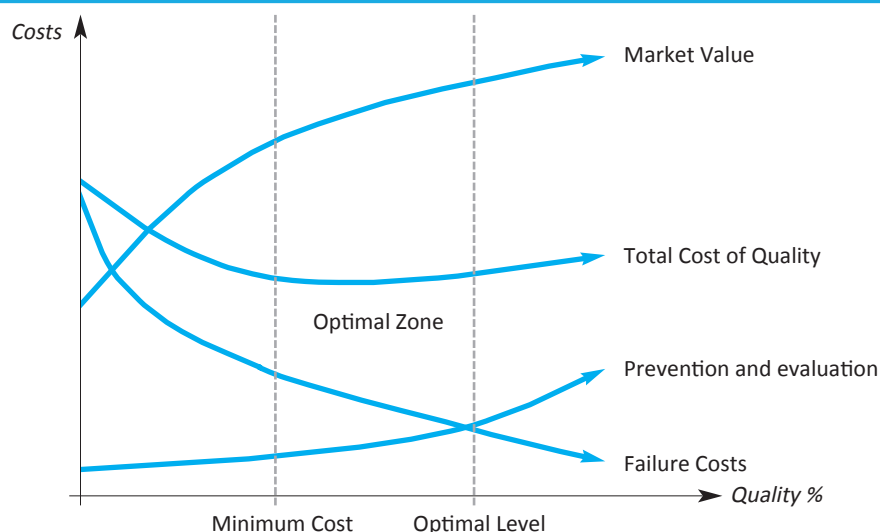
- Prevention costs (Cp) are the different programs that can be implemented in the company to prevent VAW, within a period of time.
- Evaluation costs (Ce), are the monitoring systems that should be implemented to ensure the effectiveness of prevention programs. Monitoring is not only about how much VAW is decreasing, but also how much productivity is changing as a result of that decline.
- Internal Failure Costs (Cif), are the losses generated within of the company because of the productivity affected by VAW.

The costs of External Failures (Cef) are the losses generated from contact with the company's stakeholders. This includes the company's reputation and negotiations with stakeholders that are affected by VAW. It is assumed that both failures tend to decrease the market value of the company.

With these values defined, the cost-benefit ratio of VAW prevention can be determined (Grimm & Fox, 1987). In that context, the ROI, which is the return on investment, is a financial review that compares the benefit or profit obtained in relation to the investment made (Cuevas, 2001; Beltrán & Cueva, 2001; Rasli & Mansor, 2012; Sapag, 2011).

4.2. How much does it cost to prevent VAW in companies?

To calculate the cost-benefit of VAW prevention in companies, three essential values are required: a) costs of prevention, b) costs of evaluation and c) failure costs.

Figure 18**Relationship between total quality cost and company market value**

Source: ASA, 1995

Prevention costs

To determine the costs of prevention, consultancy proposals were obtained for each of the ten services of the management model (service 11 was excluded). Ten Terms of Reference (TOR) were designed, each one with the description of each service, objectives, expected results, methodology of work and minimum requirements of the consultants. These TORs were sent to the main Peruvian business consulting agencies, university institutes, and independent consultants requesting a quote.

As expected, most consulting agencies could not send a proposal, citing that they had no experience or specialty in the subject as their main reason. As many of the services are new and require gender specialists with business experience, the consultants who did send proposals, have assumed an investment cost in the development of the new service; so it is expected that these costs will decrease as the supply and variety of services increases. In addition, some services (such as diffusion programs – service 6) can be internalized within the organization, as a function of human resources, with external coaching, reducing its cost to 20% of the value; and the investments in external prevention campaigns (service 11) have not been budgeted because they will be handled differently (see Table 24).

Table 24
Management model services, assumed for a large company between 300 and 1,000 collaborators, applied in a period of 36 months.

Strategy	Service
Step 1: determine the state of the VAW in the company, and its impact on productivity	1. Estimation of business costs of the VAW due to the prevalence and incidence of VAW. This service is contracted three times: The first one for diagnosis and baseline, including the design of the specific model for the company, the second for monitoring and, the third, for final evaluation of results and impact
Step 2: Create and modify policy guidelines for VAW intolerance	2. Coaching in gender, masculinities and violence directed at senior management: masculinities and violence, impact of violence against women in working life, prevention and business action in the face of violence against women.
	3. Directives on prevention and punishment of any type of violence, and modified management instruments aligned with the directives designed.
Step 3: Create a safe and co-responsible environment for VAW	4. Handbook and training of intervention in cases of alert and occurrence of VAW, for the mid-level , operative, support and security personnel.
Step 4: Set up a network of institutional services for VAW prevention	5. Training program for personnel of the HR department (social service) and security personnel on prevention and intervention for case management and referral to the institutional services network
Step 5: Promote a cultural change of VAW-free equity in the company	6. Program for the dissemination of policies and new values around the prevention of VAW for mid-level, operational and support personnel.
	7. Training program on gender, masculinity, equity and VAW for operational and support staff.
	11. External initiatives (campaigns or programs or sponsorships) to promote a VAW-free society.
Step 6: Identify inequitable management patterns	8. Identification of management's inequitable management patterns and how these affect the business function
	9. Training program in gender, masculinities, equity and against VAW, where the most relevant inequitable management patterns are emphasized, proposing changes in management and leadership styles
Step 7: Implement the principles of Gender Theory to optimize management and prevent VAW	10. Policy manual for logistics, marketing, public relations, administration, operations, production, human resources, free of VAW, sexist advertising and discrimination, aligned to the Strategic Plan and other management tools (including managerial training).
Total USD	119,000.00

Note: Does not include VAT. Source: Rounded media of TDR proposals from specialized consulting firms and independent consultants. Costs of total services (summation). No individual costs are shown per service. The application follows the logic of the management model and as established by the needs and peculiarities of each company. Source: Prepared by the author

Scenarios: for the cost-benefit estimate, three scenarios are considered.

The first scenario is that of inaction, where nothing is done to prevent or address VAW. This scenario is the basis of comparison with all the rest. The second scenario is that of reactive prevention, where in a one-year period only services 1 (cost estimate), 4 (training for intervention and control) and 5 (specialized training and services institutional) are applied. The third scenario is proactive prevention, with an application period of three years. In the first year, services 1, 4 and 5 are developed; in the second year services 1, 2, 3, 8, and 9 are implemented; in the third year services 6, 7, and 10 are added; and at the end of the third year, or beginning of the fourth year, the evaluation of the effectiveness of the program is conducted (1).

Evaluation costs

Service 1 that consists of determining the state of VAW in the company, and its impact on productivity, will be considered as an evaluation cost, and will be applied in year 1 (for baseline), year 2 (monitoring) and end of year 3 or beginning year 4 (results) of the implementation of the model. In the case of service 1 of year 1 (baseline), the cost of designing the evaluation plan is added to the whole model.

Failure costs

Days lost due to absenteeism, presenteeism and staff turnover, both of aggressors, victims and people who witness VAW at work, will be considered as costs of internal failures. For the estimation of the calculation of internal failures, the values obtained from 100 Bolivian, Paraguayan and Peruvian medium and large companies were taken into account, where the business costs of VAW have been estimated.

These companies have between 300 and 1000 employees and the calculation values are presented in the note of Table 25.

On the other hand, the costs of external failures (business reputation and market value) are not included in the simulation because the impact of VAW on these variables is still unknown.

Cost benefit of business prevention of VAW

Taking into consideration the calculations in Table 25, the costs of VAW prevention only represent between 5.7% and 7.3% of all indirect expenses resulting from VAW, depending on whether a reactive (one year) or proactive (three years) prevention is chosen.

From here it is inferred that investing in the proactive VAW prevention is highly profitable, since in the second year of investment the return is an average of USD 2.6 for

each dollar invested, increasing approximately USD 2 per year. Once the implementation of the management model has been completed, the ROI of proactive prevention can be as much as USD 24.5 for every dollar invested as of the fourth year.

It should be noted that this simulation has been carried out in a very conservative scenario; the figures may improve if some values are included. For example, the prevention costs presented here are elastic up to a company of 1000 employees, which could increase the cost of failures by up to 300 % and the direct costs of prevention would remain stable, fluctuating between 2 and 2.4 % of all indirect VAW costs. On the other hand, if the costs of external failures (impact on market value, corporate reputation

corporate) were included, the costs of prevention would be significantly reduced.

Table 25						
Simulation of the Return on Investment (ROI) in prevention of VAW, according to scenarios						
Costs in USD	Inaction	Reactive prevention (Year 0)	Proactive prevention			
			Year 1	Year 2	Year 3	Year 4 (Proj.)
Evaluation (E)	0	12,000	18,000	12,000	0	12,000
Prevention (P)	0	10,500	10,500	22,300	34,200	0
Faults (F) *		372,668	242,295	152,779	78,073	54,527
Total P + E						
(direct costs)	0	22,500	28,500	34,300	34,200	12,000
Total F (indirect expenses)	372,668	372,668	242,295	152,779	78,073	54,527
Quality costs						
	372,668	395,188	264,795	175,079	112,273	84,927
Profit	0		101,873	185,589	260,395	306,141
ROI per 01 USD			2.6	4.4	6.6	24.5

Note: Calculation conditions: 1. Attack/lost day relation (1.2); 2. Days lost year by staff affected with VAW (34 days); 3. Lost days year for attesting VAW (17 days); 4. Percentage of VAW witness staff at work (15 %); 5. Company of 300 collaborators (gender quota = 50 %); 6. Percentage of personnel affected with VAW last year (25 %); 7. Duration of emotional sequelae in personnel affected with VAW, after the cessation of VAW (3 years); 8. Relationship of lost days absenteeism/presenteeism (66 %); 9. Number of attacks per year = 22 (40 % while working); 10. Labor productivity = 27,692 USD. Management model services: Year 0 and 1 (1, 4, 5); Year 2 (2, 3, 8, 9); Year 3 (1, 6, 7, 10); Year 4 (1, 7). Percentage of investment required to recover costs lost in a reactive prevention model. In this case, only an ROI of 2.6 USD is guaranteed for every dollar invested in the second year.

- Only contemplates internal productivity failures. It does not include external failures or market value because information is not yet available. Simulated changes: Year 1 (Reduce 40% the number of attacks on the partner while working, reduce 33% the percentage of witnesses, Reduce 5% of the VAW at home); Year 2 (Reduces 70% the number of attacks on partner while working, reduces the percentage of witnesses by 60%, reduces 10% of the VAW at home); Year 3 (Reduces 90% the number of attacks on partner while working, reduces the percentage of witnesses by 90%, reduces 15% of the VAW at home); Year 4 projection (Reduces 95% the number of attacks on partner while working, reduces the percentage of witnesses by 95%, reduces 20% of the VAW at home). As of year 4, these values are maintained with insignificant variations. Source: Prepared by the author based on the estimation of VAW business costs in 100 Bolivian, Paraguayan and medium and large Peruvian companies (between 300 and 1000 collaborators). Costs of prevention services of VAW, at reference prices by consulting (does not include VAT).

5 CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. **Advantage:** Prevention of violence against women in intimate partner relationships, by companies, is possible and desirable. VAW is a very resistant global pandemic. It is necessary to involve as many of society's institutions as possible to address it. Companies are organizations with considerable influential power and resources that, if well managed, can promote healthy behaviors to optimize the workforce.
2. **Compatibility:** Gender Theory and Business Theory share principles. Both are based on the principle of equity and both reject violence for being an attack against personal freedom and the business function.

There is no praxeological impediment for prevention agencies and productive companies to come together to prevent VAW. Both can benefit significantly from that union.

3. **Common Enemy:** Both women and equitable businesses have inequality as a common enemy. Entrepreneurial capitalism and big companies are antagonistic to inequitable systems and, for this reason, the interests of women and of equita-

ble companies are compatible in a win-win relationship.

There is recent evidence and multiple fronts that demonstrate that gender equity and the vindication of the right to a life without violence and discrimination has a positive impact on business profitability.

4. **DNA of inequity:** It is possible to operationally define inequity by using only four interrelated elements: a) subordination b) violence c) impoverishment and d) context of justification. In this structure, the four elements are connected and synchronized: subordination is the act, violence is the means that makes the act possible, impoverishment is the consequence and the context of justification is the cultural reinforcer that maintains the system. Operationalizing the concept of inequity, through identification

of its DNA, facilitates work with the companies, because this formula serves as much to diagnose how inequitable a company is, as how to build commitment and action strategies to prevent VAW within them.

5. **Arguments:** There are many reasons and arguments for the business sector to commit itself to the prevention of violence against women in relationships. Four have been presented and substantiated here: preventing VAW does not contradict corporate identity or the principles that govern its action; on the contrary, it strengthens its congruence and optimizes the efficiency of its value chain by reducing invisible costs of productivity, increasing the commitment of organizational staff, and taking advantage of new markets based on equity.
6. **Proactive prevention:** Reactive prevention of VAW is the least risky way for companies to control and contain VAW. The majority of prevention experiences worldwide have a reactive approach. However, it has been shown that this is less profitable in the medium term. Proactive prevention, with sustained training of managers in gender approach and control of inequitable management patterns, can prepare the company for the advent of markets that are sensitive to gender equity, with significant returns on profitability.
7. **Levels of prevention:** Companies are complex organizations and, within their ranks, people with different levels of exposure to VAW coexist. Therefore, all three types of prevention must be covered: tertiary prevention which addresses existing cases of VAW, secondary prevention which identifies and contains VAW in its initial stages, and primary prevention which avoids the development of new cases of VAW.
8. **Model:** In order for civil society VAW prevention initiatives of VAW to be applicable in the business context and sustainable over time, they need to adapt to the management model of each company. Therefore, effective VAW prevention

must be multi-level, multi-structural and multi-stage. Multi-level because prevention activities must cross all decision areas (policy, strategy, and operations). Multi-structural because the changes must not only be cultural (training, dissemination, values), but also structural (management documents). Multi-stage because the implementation of the model is sequential and not transversal, prioritizing actions according to the reality of each company.

9. **Investment:** Preventing VAW is not an expense, it is an investment that does not exceed 7.3 % of the invisible costs and losses that it causes annually. By the fourth year, USD 24.5 can be recovered for every dollar invested over a period of three years.

Recommendations

1. **Companies:** The business community must change its attitudes towards the prevention of violence against women in relationships. As demonstrated, this is not a private matter; it is a problem that affects all of society and has economic repercussions for companies. Investing in VAW prevention will not only enhance the corporate reputation, it will also improve the efficiency of the value chain, decreasing costs and increasing value.
1. **Civil society:** Civil society's attitude toward capitalism – that it is the manifestation of a patriarchal inequitable system – must change. Inequality is an enemy of the business function because its mechanisms of subordination, violence and impoverishment are contrary to the principles that govern the management of capital. While inequitable systems and capitalism historically have relationships, this does not mean they are one and the same. There are several types of capitalism, where entrepreneurial capitalism and large companies tend to be more equitable. Companies free of inequality are highly beneficial for humanity and generators of wealth cycles. Productive companies must be allies, not enemies.
1. **Training centers:** It is necessary to develop offerings of VAW prevention services. Universities have a direct responsibility in the formation of new managers with a gender focus and with tools and resources to understand and manage VAW prevention in companies. In the light of this research, business training centers have a gap to overcome to meet the upcoming demand. In the medium term, it will be unacceptable for professionals in the business sciences to lack gender-focused competencies.
1. **Government:** The government can fulfill its leading role in VAW prevention, if it facilitates prevention incentives for companies, at least in the first years of implementation. Tax incentives for investment in VAW prevention are an efficient way to recover lost added value. Improving the quality and coordinating the provision

of tertiary care services (e.g., Women's Emergency Centers) to meet the demand of companies is also necessary.

1. **Researchers:** There are too many knowledge gaps that academia must address; a line of research on violence against women, gender and business is necessary. For example, the impact of inequitable managerial patterns (IMP) on productivity is not known. It is also unknown what specific impact VAW has on each of the management links of the value chain. Finally, it is necessary to apply and evaluate the impact and business return of the management model to prevent VAW .

GLOSSARY OF TECHNICAL TERMS

Baby boomers

A marketing term used to refer to people who were born between the years 1942 – 1960, post-Second World War period when there was a significant increase in births (baby boom).

Due to their characteristics, they are a market with high income levels and consumption.

Benchmarking

Business technique to investigate the best practices found outside or sometimes within a company, in relation to methods, processes of any kind, products or services, always aimed at continuous improvement and mainly oriented to the clientele. Benchmarking implies learning from what the other is doing and then adapting one's own practices accordingly, making the necessary changes and adapting to the circumstances and characteristics.

Value chain

Theoretical model that describes the set of activities and processes that companies perform to create goods

and services for the end customer (Porter, 1986). These activities are procurement (logistics), infrastructure of the organization (planning, administration, finance), human resources, research and development technology.

Coaching

Interactive training technique, increasingly used in the business world, which consists of accompanying, instructing and training a person or group (usually at managerial level), to achieve some goal or develop specific skills to improve management.

Core business

Popular term in business sciences that refers to the distinctive or key competence of a business. It is that activity that generates value and which is necessary to establish a competitive advantage for the organization.

Drivers

Popular term in business, derived from computing, which refers to the key factors of monitoring or management. In computing, a driver is a controller, a

program that controls a device. In management, a driver can be an essential component for a system to work, or also a central indicator for monitoring and management changes.

Incidence

It is an epidemiological concept that refers to the number of times a phenomenon or fact has happened over a period of time. In the case of VAW, it is defined as the number of attacks or assaults that women have received by their partners, during the past year.

Management model

Scheme or frame of reference for the administration of an activity or organization. In the case of business, it is the strategic and particular way of managing resources and capacities to obtain profits through the creation of final value for the clientele.

Patriarchy

Many definitions of patriarchy have been proposed, from different fronts, but they all share the common theme of dominion of men over women. The concept of patriarchy has been criticized because it is presented as universal and omnipresent in society, apparently forgetting the socio-economic differences of each context (Finley, 2013; Johnson, 2005). That is one reason why the theory of risk factors has become more relevant and the concept of patriarchy has been neglected. Nevertheless, patriarchy is considered a very useful concept to prevent violence against women, but it has not been adequately developed. It was abandoned

prematurely, before operationalizing it and obtaining solid evidence of its validity (Vara, 2014).

Patriarchy is a complex concept, it is a social, cultural, and economic mega-structure, that has been evolving throughout history. From a strategic approach one should understand the Patriarchy as a monopoly.

If the patriarchy were a company, it would be a monopoly that sells subordination, a lifestyle where some win and others lose.

Patriarchy, as a company, would sell a highly toxic product to society, with a strong negative impact on the human, social and economic components (Vara, 2014). However, by acting as a monopoly, it has been able to establish powerful barriers to entry so that competition does not appear, and “sold” to society as the best way of life, until capitalism appeared and proved otherwise. Section 1.4.1.1. demonstrated how patriarchy reacted to capitalism, how it adapted to new labor relationships and the creation of wealth. That is, the Patriarchy is not static, it changes, adapts and survives depending on the new institutions that emerge in a society (Vara, 2014).

Prevalence

It is an epidemiological concept that refers to the proportion of people in a population that present a particular characteristic or event in a moment or in a certain period. In the case of VAW, it is defined as the percentage of women who have been attacked by their partners. If the attacks have ever oc-

curred in the entire life history of a woman, it is defined as Life Prevalence (LP). If the attacks cover only the last year of a woman's life, it is defined as Annual Prevalence (AP).

Presenteeism

This consists of attending work despite the fact that there is relative inability to work properly to perform work duties. Presenteeism decreases performance and work productivity because the employee is not in optimal health or wellness condition. It translates into distractibility, exhaustion, zero productivity and can impact on the increase of labor incidences, injuries and accidents.

Stakeholders

Business concept that refers to the various groups that interact in the company, in addition to its owners, and that are part of the strategic planning for the business. These groups are all of the people, organizations, and companies that have an interest in a given company or organization (e.g., employees, clientele, suppliers of goods and services, suppliers of capital, the community and society).

Gender Theory

Interdisciplinary field of knowledge, especially in the social sciences, which explains the inequitable relationships between men and women, not as a function of sex, but of gender as a social construction. It includes various feminist studies, of masculinities, both from an analytical-cultural and historical-critical perspective. Gender Theory

uses a conceptual model that explains the origin and dynamics of violence against women under a system of inequitable power relations.

Business Theory

Interdisciplinary field of knowledge, especially of the economic, behavioral and social sciences, with more than a hundred years of development, that explains the dynamics of creation of and the profitable management of businesses.

Violence against women in relationships

Any action or omission that, due to the unequal power relations that men exercise towards women, within a context of an intimate present or past relationship, with the intention of damaging them and forcing them to act against their own will.

Either by act or omission, there are various possible ways of exercising violence to try to harm another person. These can be:

- Psychological and verbal. When coercive persuasion mechanisms, guilt and personal intimidation are used to control behavior and restrict autonomy and freedom; by derogatory insults, degrading words and expletives, or through threats of abandonment, harm or death.
- Physical. Through blows, restraints, shoves, slaps, etc., or through the use of blunt or sharp objects, including firearms.

- Sexual. By any act which violates one's sexual freedom, such as rape, groping, restricting the use of contraceptives, etc.
- Economic. When the resources or property of women are controlled, destroyed or, in such a way that women are hurt indirectly or when a woman is coerced to give up those resources.

All of these actions cause some type of harm to women. In general, any act of violence can restrict resources and limit capabilities. Resources are restricted when economic violence is suffered due to impoverishment caused by missed work days, money that has to be spent to take care of damages suffered or to replace destroyed property (World Bank, 2014). These damages can be extended to daughters and sons, close relatives and places of work (World Bank, 2014). The capacities of women are also limited, since they can suffer emotional damage such as depression, anxiety, post-traumatic stress, loss of personal confidence and self-esteem, and sleep disorders, among others. They can also suffer physical damage, which can range from mild injury, dislocations, fractures, abortions and hemorrhages, to death, known as femicide (Beydoun et al., 2012; Cerulli et al., 2012; Devries et al., 2011; Dichter et al., 2011; Fisher et al., 2011; Humphreys, 2011). In addition, it should be noted that the emotional consequences can last for many years, even after the violence has ceased (Patel & Taylor, 2011; Varcoe et al., 2011; Helweg-Larsen, Kruse, Sorensen & Bronnum-Hansen, 2010; Fishman et al., 2010; Cerulli et al., 2010).

Violence against women in relationships includes spouses, cohabitants, lovers, dating, engaged to be married and any other type of intimate relationship whether they are current or former romantic partners.

In general, an (intimate) relationship can last a long time after its formal completion, which explains why various studies find that ex-partners continue to exercise violence, often with even greater intensity and frequency (Vara, 2013; Thiara et al, 2012). Not taking ex-partners into consideration can be a serious mistake that conceals much of the violence that women suffer.

Violence is an instrument of behavioral change, therefore it is used to make women act against their will or to "discipline" them for not fulfilling their traditional roles. VAW in relationships is not a product of the aggressor's arbitrary lack of control; in fact, it is an irrational means to modify the behavior of the partner or ex-partner. This restriction to women's freedom of decision and free will is usually based on gender norms that assume that men have the power and authority to use force to discipline or punish their partners, if they do not comply with their traditional gender roles (Fulu et al., 2013).

Finally, it should be noted that VAW is a type of violence based on gender. There are many other forms of violence against women (e.g., political harassment, street harassment, war rape, female genital mutilation, forced marriages, sexual slavery through trafficking, among many others), but VAW is the most frequent (WHO, 2013).

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One of the most significant contributions of this work is the foundation of new business arguments for prevention of violence. Until this work, the Corporate Alliance to End Personal Violence (CAEPV) of the United States made three arguments for companies to invest in prevention of violence against women: a) the moral obligation, b) the compliance with occupational health and safety laws and c) the negative economic impact that VAW has on companies (Morbeck & Lewry, 2014). Although cost continues to be a strong argument, we can now propose additional arguments that are just as conclusive, that do not just appeal to a company's goodness or moral obligation, but that affect the business strategy. It has been shown that preventing VAW will not only reduce costs of productivity; it will also strengthen the business function and can be a strategic opportunity to optimize the value chain and prepare for new markets that are sensitive to gender equity.

