

HONOUR ABUSE  
RESEARCH MATRIX



Harmful Traditional Practices  
in the Workplace

**GUIDANCE FOR BEST PRACTICE**

2020

## EXPERT COMMITTEE

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### Authors

**Dr. Roxanne Khan** (Chair)

**Beth Hall**

### Advisory Panel

**Dr. Leyla Hussein OBE**

**Gerry Campbell MBE**

**Professor Rusi Jaspal**

**Nazir Afzal OBE**

**Yasmin Khan**

**Caroline Goode QPM**

**Shaheen Hashmat**

**Professor Karl Roberts**

**Dexter Dias QC**

### Acknowledgements

Honour Abuse Research Matrix (HARM) thanks Paul Morris [onEvidence] for design and project management support. Also Jayn Pearson, Criminal Justice Partnership at UCLan, for valuable advice throughout this project.

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Suggested citation: Khan, R. & Hall, B. (2020). Harmful Traditional Practices in the Workplace: Guidance for Best Practice. Honour Abuse Research Matrix (HARM), University of Central Lancashire, UK. Available from [uclan.ac.uk/HARM](https://uclan.ac.uk/HARM)

## Navigate this guidance

This guidance raises awareness of harmful traditional practices (HTPs) to help organisations address this hidden form of abuse. This guidance is divided into three main sections, each with an introduction followed by five recommendations that details measures to protect people working both on-site and remotely.

- **Section i. Environment.** Explores cultural competency, diversity and inclusion, and other initiatives to help organisations support people affected by HTPs.
- **Section ii. Education.** Suggests specific training and other ways to raise organisational awareness to improve understanding and address the stigma surrounding HTPs.
- **Section iii. Empowerment.** Identifies ways to empower people working in, or associated with, an organisation to talk more openly about issues that affect them, including workplace champions and innovative methods to improve communication.

This is followed by a list of 10 practical steps for organisations to take if someone in the workplace discloses that they are a victim or survivor of HTPs.

### About this guidance

Our recommendations are based on a Rapid Evidence Review of the most up-to-date research, and consultation with a select expert advisory panel who have extensive academic and working knowledge of HTPs.

Designed to inform all public, private, and third sector organisations, of any size. This guidance is also helpful for professionals working with vulnerable children and adults.

To access a short, animated [video](#) and infographic poster that accompanies this guidance, visit [uclan.ac.uk/HARM](https://uclan.ac.uk/HARM).

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Honour Abuse Research Matrix (HARM) is an international consortium of researchers, practitioners, policy makers and support agencies, working to research and pioneer strategies to eliminate harmful practices, including ‘honour’ abuse, forced marriage, and female genital mutilation (FGM).

HARM was funded by Research England to produce this jargon-free, evidence-based, workplace guidance for best practice so organisations and their employees feel motivated, confident and empowered to respond appropriately when they suspect or encounter HTPs.

## Cite this guidance

Khan, R. & Hall, B. (2020). Harmful Traditional Practices in the Workplace: Guidance for Best Practice. Honour Abuse Research Matrix (HARM), University of Central Lancashire, UK. Available from [uclan.ac.uk/HARM](https://uclan.ac.uk/HARM)

# Welcome

## Introduction

**On police videotape, the 19-year-old named the men she believed would kill her. They would try again, she said. "People are following me, still they are following me. At any time, if anything happens to me, it's them," she told the officers calmly. "Now I have given my statement," she asked an officer, "what can you do for me?"<sup>1</sup>**

The answer was nothing. She returned to her family in London. Three months later she disappeared. The body of Banaz Mahmod was eventually found buried in a suitcase - the victim of a so-called 'honour' killing. Murdered by five men, including her father and uncle, because she had 'shamed' her family by leaving the abusive husband she had been forced to marry, and fallen in love with another man.

Reading this, some of you, as employers and employees in any one of the organisations across the UK, might ask why this workplace guidance on harmful traditional practices (or HTPs) opened with this tragic story. The answer is that your organisation can play a part in preventing such a harrowing story having to be told again. As Banaz was in contact with multiple organisations prior to her death, her murder is an example of how professional organisations in the UK are unprepared to support people affected by HTPs. Banaz's death taught us that when someone affected by HTPs asks "what can you do for me?", this may be the only chance you get to save their life. This guidance makes practical recommendations to help your organisation protect employees and service-users from what is a very much misunderstood form of abuse.

Perhaps some of you are already familiar with terms associated with HTPs, like 'honour' abuse, forced marriage, or female genital mutilation (FGM). Maybe you have already encountered HTPs in the workplace, when a colleague described something along these lines, yet it was not discussed again as it felt like a family matter or something that you did not understand. Of course, some of you may not have heard of HTPs before and may wonder if this is a workplace matter at all. It very much is. As you read the following pages, you will discover that we have produced this guidance to raise awareness of 'honour' abuse, forced marriage, and FGM, and made evidence-based recommendations, to enable organisations to better support and protect employees and service users affected by HTPs.

In addition to the moral, ethical, and often legal case for organisations to implement these recommendations, there is also a solid financial business case due to the negative impact of HTPs. These include decreased productivity, time off work, lost wages and sick pay. Organisations cannot afford to treat HTPs as a private matter to be handled behind closed doors. HTPs do not have to occur on an organisation's premises to affect the workplace. The sharp increase in domestic abuse reported during the COVID-19 lockdown highlights the need to protect staff working remotely.<sup>2</sup> Employers should recognise that many people are affected by a range of HTPs, and that survivors, victims, or perpetrators can be colleagues, employees, or managers. They may also be the people organisations serve, such as students, patients, customers, clients and other service-users. They can be of any age or socioeconomic background, single or in a relationship, and while a person's gender and cultural background are factors that influence who experiences HTPs, the reality is that anyone can be a victim or a perpetrator. Ultimately, HTPs affect people working in, or associate with, all types of businesses - from small companies to large corporations.

## Background

Organisations have become increasingly aware that their staff, and the people who use their services, are multidimensional. Employees and service-users bring to an organisation their skills and abilities as well as their personal relationships and problems. For employers to address HTPs, an important first step is to understand what these are, why they take place, and who is affected. For instance, it is important to know that worldwide, every social grouping has specific traditional practices, often spanning generations, that reflect the values and beliefs held by members of a community. While some are beneficial, others are harmful. The term HTPs is used to describe specific forms of abuse committed primarily against girls and women. However, HTPs occur across all sexes, sexual identities and genders, and are not unique to any one culture, country, or religion. The most commonly reported HTPs in the UK, and therefore the focus of this guidance, are so-called ‘honour’ abuse, forced marriage, and FGM.

HTPs are a complex problem and of increasing concern nationally. In 2018, reflecting a 47% increase from the year before, there were 1,764 potential cases of forced marriage reported to the Home Office’s Forced Marriage Unit, one-fifth of which involved males.<sup>3</sup> With an estimated 12 murders a year, Britain has the highest number of ‘honour’ killings in Europe.<sup>4</sup> Home Office research estimated that more than 100,000 women living in the UK are FGM victims/survivors.<sup>5</sup> These figures establish HTPs as a problem faced by a large number of the British workforce. For people affected by HTPs, the human cost is significant. On one hand is the psychological harm and physical injuries caused by the HTPs themselves, as well as other affects including anxiety, depression, attempted suicides, and running away from home.<sup>6</sup> On the other hand is the negative cultural stigma of HTPs, which are typically associated with people of ethnic minority heritage, and this may lead to racial and religious prejudice.<sup>7</sup> Therefore it is crucial to safeguard people affected by HTPs in a culturally competent and respectful way without stigmatising their beliefs, families and communities.<sup>8</sup> We also acknowledge and respect the reasons why the term ‘harmful traditional practices’ is problematic,<sup>9</sup> and why the simpler term ‘harmful practice’ is increasingly used.

## Thank you

I would like to express my gratitude to Beth Hall, co-author of this guidance. It has also been a privilege to act as Chair of the Expert Advisory Committee. It has been an honour to work with an accomplished group of professionals drawn from a range of different disciplines, all of whom are renowned for their dedicated work to raise awareness of, and to combat, harmful traditional practices.



**Dr. Roxanne Khan**

Director, Honour Abuse Research Matrix, UCLan

# 1. Considerations

**“People with lived experience of harmful traditional practices are often part of our lives without us knowing it. They are our colleagues and managers, as well as our customers and service users.”**

**Shaheen Hashmat**

Writer. Campaigner against forced marriage

To develop policies and procedures to safeguard employees and service-users affected by HTPs, begin by answering the following questions.

- **Is safeguarding a priority at Board-level?**
- **Do existing safeguarding policy and procedures need updating to include HTPs?**
- **Do employees receive culturally competent safeguarding training that covers HTPs?**
- **Do employees know how to respond to ‘red flags’ and know the ‘one chance’ rule?**
- **Can employees and service-users affected by HTPs safely access advice and support (on-site and digitally) from the workplace?**

## 2. Recommendations for your organisation

Based on a two-stage process, academic researchers conducted a Rapid Evidence Review of existing HTPs literature. A panel of eleven experts, with extensive knowledge of HTPs, then made recommendations based on critical analysis of the research evidence, combined with their professional expertise and experience. By adopting these recommendations, organisations can develop bespoke and inclusive strategies (both for policy and practice), to create a workforce that is willing - and a workplace that is able - to respond thoughtfully, pragmatically and effectively to HTPs.

Our recommendations focus on three key areas: ***Environment***, ***Education*** and ***Empowerment***.

### i ENVIRONMENT

- Cultural competency training
- Embrace diversity and inclusivity
- Board level buy-in
- HTPs as mainstream safeguarding policy
- Responding to 'red flags'

### ii EDUCATION

- Awareness training
- Poster campaigns
- Safeguarding training
- Manuals and contracts
- Data management training

### iii EMPOWERMENT

- Proactive measures and wellbeing initiatives
- Anonymous ways of communicating concerns
- Identify and train workplace champions
- Day surgeries
- Lunch and learn

## i. Environment



### Introduction

A workplace should be culturally diverse and inclusive, to reflect the community it serves. British employees spend more waking hours at work, on average, than anywhere else, so it is important that organisations empower staff and service-users from *all* cultural backgrounds to talk about issues affecting them, so they feel confident, competent, safe, and productive.

For organisations to better respond to HTPs, strategies must be adopted across the board to improve awareness of the barriers that victims face in reporting their experiences. Studies show that the stigma associated with HTPs increases victims' suffering. For example, in addition to the harm caused by an abuser and self-blame, they might endure ignorance or bias at work stemming from naivety or prejudice, and reluctance from general support services for fear of being regarded as racist.<sup>6</sup>

We recommend that organisations strive for a workplace environment that is equipped to safeguard employees and service-users affected by HTPs. To be effective, our recommendations must be embedded in organisational policy, and initiatives to drive policy forward must be management-led and adapt organically in response to feedback from staff and service-users. These recommendations, which must have Board level buy-in, highlight the importance of cultural competency training and the need to embrace diversity and inclusivity. They will guide organisations to respond positively and efficiently by adjusting mainstream safeguarding policy.

## Recommendations

- **Cultural competency training**

Organisations benefit from nurturing a culturally harmonious workplace. Studies show that cultural competency training encourages staff to recognise *and* respect similarities as well as differences, thereby overcoming fears and negative stereotypes about people from different cultures.

Cultural competency training is the lynchpin of successful workplace strategies to address HTPs. People of all backgrounds can be at risk of harm from others, regardless of race, ethnicity, religion, class, sexual and gender identity, age, and immigration status. How each person responds to their abuse, however, is influenced by the values and norms of their own culture and community, so it is important to understand that experiences of HTPs may differ when compared to more common forms of abuse.

Cultural competency training can enhance employee knowledge and skills to deal effectively with cultural differences in general, so the workforce can flourish in a multicultural environment. Understanding the dynamic nature of culture will enable organisations to better respond to the unique circumstances and needs associated with HTPs.

- **Embrace diversity & inclusion**

“Employers must have a clear and unmistakable equality, diversity and inclusivity strategy to support employees affected by HTPs.”

**Gerry Campbell MBE**

Former Scotland Yard Det. Chief Supt. Author *Honor-Based Violence: Policing and Prevention*

For an organisation to support employees and service-users affected by HTPs, they must embrace diversity and inclusion. Diversity captures a range of human differences, including race, ethnicity, gender, sexual orientation, and religious values. Inclusion is involvement and empowerment, where the inherent worth and dignity of *all* people is recognised. A diverse and inclusive workplace bridges cross-cultural barriers, empowering everyone to discuss concerns they may have. Importantly, studies show that help-seeking by victims differs by ethnicity, with ethnic minority women most often affected by HTPs least likely to disclose their abuse to a ‘formal’ source.<sup>7</sup> They may face additional barriers such as racial, cultural, and religious prejudice, due to negative stereotypes that label them and their problems as different, from an ‘other’ culture. Therefore, their issues may be sidestepped for being too culturally sensitive.<sup>7, 10</sup>

Organisations should adopt an inclusive approach that guards against making HTPs an issue that happens to ‘them’ or ‘others’. Support strategies cannot be based on token gestures, such as tick-box ‘diversity and inclusion’ exercises. These, at best, alienate employees and service-users affected by HTPs. Instead, a diverse and inclusive workplace should promote and sustain a sense of belonging by respecting employees’ and service-users’ talents, beliefs, backgrounds, and lifestyles.

## Recommendations

- Board level buy-in

“Knowledge of HTPs should be a Board-level priority. Leadership buy-in results in employee engagement, which helps to protect vulnerable groups.”

**Yasmin Khan**

Government Advisor. Founder, HALO Project

Organisations benefit from welfare initiatives led by executive teams, especially when they recognise personal issues, like HTPs, impact on employees and service-users.<sup>11</sup> There are many culturally competent ways to demonstrate Board level buy-in. For example, senior management could use the intranet to recognise dates to raise awareness of HTPs, such as the International Day for Zero Tolerance of Female Genital Mutilation - an annual awareness day on 6 February sponsored by the United Nations, and the National Day of Memory for Victims of Honour Killings, on 4 July. Senior staff should also improve their knowledge by attending HTPs conferences, seminars, and training. Sponsoring a local charity that supports HTPs survivors or hosting a fundraising event are just two more examples that help to promote trust among employees, service-users, and the wider community, as well as raising the organisation’s profile.

- HTPs as mainstream safeguarding policy

Workplace strategies to address HTPs should be an integral part of safeguarding policies and procedures, and not a cursory add-on. This need not be difficult and can involve amending existing safeguarding mechanisms—an approach successfully used to address gender equality and LGBTQ issues in the workplace. Initiatives to achieve this should be culturally competent to remove the negative perception that HTPs only happens to minority groups or ‘others’, instead of a significant problem that affects the workplace and wider community. A system of audit should be adopted, with an assurance framework that ensures independent examination of an organisation’s approach to HTPs at least two-yearly.

There is also a need to consider perpetrators, as well as victims - a zero tolerance policy works best, with every effort made to refer them to treatment programmes.

- Responding to ‘red flags’

If someone in the workplace discloses that they have been a victim, or are currently at risk of HTPs, this must be taken extremely seriously.<sup>12</sup> We recommend that organisations train their staff to recognise and respond to the ‘one chance rule’, which is widely recognised by governmental agencies and welfare organisations as a potential lifejacket for HTPs victims.<sup>13</sup> Employers should have measures in place to respond swiftly *and* effectively. We recommend that all employees be made aware of their responsibilities and obligations when they encounter ‘red flag’ cases, and that “If the victim is allowed to walk out of the door without support being offered, that one chance might be wasted”.<sup>13</sup>

## ii. Education



### Introduction

HTPs are a complex issue. Terms such as ‘honour abuse’, ‘forced marriage’ or ‘FGM’ may seem outlandish to people in the UK who are unfamiliar with the beliefs that underpin these practices. It may seem odd, for example, to describe harmful acts against girls and women as ‘honour’ violence or to know that ‘cutting’ young girls is commonly practiced by close family members.

Education is key to understanding why HTPs occur. Not long ago, it was common for people to think similarly about child sexual abuse, which was considered taboo and seldom addressed in the workplace. Improved education on child abuse has led to increased awareness and acceptance that, despite being difficult and uncomfortable to discuss, it should no longer be ignored as something that happens to ‘other’ people. This more pragmatic approach is also more realistic. The latest research indicates that 1 in 5 adults in the UK suffered at least one form of child abuse and, in the main, perpetrators were someone they knew, such as family and friends.<sup>10</sup>

We recommend that organisations train their employees, so they have a better understanding of why HTPs occur, as this will improve their ability to safeguard those affected. We recommend that staff and service-users, at all levels, complete compulsory, culturally competent awareness training that covers HTPs safeguarding specifically. Educational strategies must also feed into employee and service-user manuals and contracts, as well as data management training.

## Recommendations

- Awareness training

“In times of austerity, training is often the first thing to suffer. This is a false economy, for dealing with the consequences is far more costly both financially and in terms of public confidence.”

**Caroline Goode QPM**

Detective Superintendent (former), New Scotland Yard. Author *Honour: Achieving Justice for Banaz Mahmood*

As the types of abuse that people experience varies across different cultures, organisations may not be prepared for the unique needs and experiences of staff and service-users affected by HTPs. Therefore, HTPs awareness training should be compulsory. Classroom and/or eLearning sessions will better equip employees to respect that, while any person of any background can be victim of abuse, their cultural background influences their experience of that abuse. More specifically, people affected by HTPs, especially from minority groups, might experience abuse and its impact very differently to people raised in Westernised cultures, and so their special needs and circumstance should be recognised and addressed.

- Poster campaigns

“Use of effective and appropriate language when communicating about harmful traditional practices is vitally important, since inappropriate language and terminology may lead to stigma and, thus, silence.”

**Professor Rusi Jaspal**

Professor of Psychology, Nottingham Trent University

Well-designed poster campaigns can have a significant and positive impact on observers.<sup>14</sup> Printed or digital posters can be used for information sharing or intervention. For example, they can be used to provide details of refuge shelters, helplines, or information services. This is important as studies show that people affected by HTPs may not be fully aware of, or may be intentionally misinformed about, their legal rights, and campaigns like these help them access support from external agencies.<sup>7</sup> It is important that poster content and delivery are culturally competent - they must be sensitively designed to respect and appeal to the target audience to avoid backlash effects, such as isolating those at risk by using stereotypical images of cultures, victims or perpetrators that might add to the stigma.

## Recommendations

- **Safeguarding training**

In the *Environment* section, we recommended that HTPs be embedded in mainstream safeguarding policies and procedures. We also recommend safeguarding training to improve knowledge on HTPs specifically.

Since 2015, health, safeguarding, and educational professionals have had a mandatory duty of care to report any verified or suspected FGM cases to the police.<sup>15</sup> Although this triggered a national multi-agency safeguarding response, it is unclear whether other relevant organisations know about this expectation, and how to respond to it. Therefore, specific HTPs safeguarding training should be compulsory for all employees. This should expand on awareness training to include the use of appropriate language, current legislation, and warning signs. This will help organisations to achieve ethical and legal compliance, and to also mitigate risk.

- **Manuals and contracts**

Organisations must send a clear message that they do not take a "not my problem" stance on HTPs.<sup>16</sup> It must be made clear from the outset that HTPs are recognised as an issue that affects the workplace. This can be achieved by referencing a zero-tolerance approach to HTPs in employee manuals and a statement of expectation in contract terms. Employees should be aware that misconduct inside and outside of work is viewed seriously and may lead to disciplinary action. Organisations should commit to supporting survivors and challenging perpetrators, by recognising that HTPs are a perpetrator's responsibility. However, it may also be appropriate to support an employee or service-user seeking help to address their behaviour.<sup>17</sup>

- **Data management training**

Managers, HR teams, and dedicated HTPs support champions will need to make decisions about sharing information with external agencies, including the police and local authority. People affected by HTPs may not give their consent to the sharing of safeguarding information for several reasons. For example, they may be frightened of reprisals, they may fear losing control, they may not trust social services or other partners, or they may fear that their relationship with the person who harmed them will be damaged.

Organisations must respect the wishes of employees and service-users who request that information about them is not shared with external agencies. There are, however, circumstances where organisations can override such wishes. Data management training that covers safeguarding, confidentiality, recording and reporting in cases of HTPs is essential for all senior and HR staff, and dedicated points of contact.

### iii. Empowerment



#### Introduction

Organisations need to ensure that their employees and service-users feel empowered in the workplace. People's home and work time overlap, so when someone is affected by HTPs, this impacts on both their personal and professional lives. Organisations can develop empowerment strategies to better support and safeguard staff and service-users affected by HTPs.

We recommend that organisations devise and implement tailored proactive measures and wellbeing initiatives to empower employees affected by HTPs, in addition to effective ways of communicating their experiences to safely seek support. This includes training workplace champions, who can lead on safeguarding initiatives, to act as a dedicated point of contact within an organisation.

Effective empowerment strategies, such as hosting in-house day surgeries and lunch and learn activities, also help organisations to form productive, meaningful partnerships with support services and local authority departments in the community.

## Recommendations

- **Proactive measures and wellbeing initiatives**

Studies show that some ethnic minority people affected by HTPs may not be fully aware of their legal and economic rights, yet given a safe forum to engage, they are eager to participate in activities that support their long-term empowerment.<sup>18</sup> Proactive measures and well-being initiatives to empower those affected by HTPs should focus on improving access to, and control over, resources via external advocacy, basic employee toolkits, and strong referral pathways with local and national support organisations who provide economic assistance, shelter and counselling specifically for HTPs.

- **Anonymous ways to communicate concerns**

Fear of speaking out or reprisal is often cited as a barrier to reporting issues. To empower people to share their concerns, organisations could use anonymous online surveys. Likewise, confidential ‘talking-boxes’ would enable people to write down their problems or questions on pieces of paper and post them through a slot in the talking-box, which should be placed outside bathrooms or other discreet locations for privacy.

- **Identify and train workplace champions**

“Individuals to whom reports are made need to be aware of how to respond, influenced by the needs of the victim. Acting without knowledge or sensitivity to the victim’s needs may inadvertently create risk.”

**Professor Karl Roberts**

Consultant, WHO. Professor & Chair, Policing & Criminal Justice, Western Sydney University

One resourceful way of supporting people affected by HTPs in the workplace is to train allies or dedicated ‘champions’ to act as a main point of contact within an organisation. To be effective, these champions must be allocated time, resources, and private space where people affected by HTPs can speak openly, make phone calls, or research online without fear of being overlooked or overheard.

Champions should be empowered to offer confidential advice, and to respond in accordance with standardised guidelines. This can be achieved through training, community outreach and engagement initiatives to equip them with in-depth understanding of HTPs, culturally competent support skills and effective escalation procedures. They could also provide information on paid (or ‘special’) leave and flexi time – this is particularly important in ‘red flag’ situations, as it can provide the economic security and breathing space necessary to seek health care, legal advice, and changes in living arrangements.<sup>11</sup>

## Recommendations

- **Day surgeries**

Hosting regular day surgeries will enable staff and service-users to access advice safely from multiple community agencies and in-house services, including housing, police, social services, education, legal, charities and support groups, in one location. Engaging with professionals and the local community in this way will help people at risk of HTPs, and raise an organisation's profile.

- **Lunch and learn**

“Lunch and learn is a simple and effective way to demonstrate to employees that the organisation they work for cares about their wellbeing. In the long-term, these initiatives may well be a lifeline, empowering people by improving their knowledge about economic or legal resources and health support.”

**Dr. Roxanne Khan**

Chartered Psychologist. Director Honour Abuse Research Matrix

Relaxed, open, and collaborative, ‘lunch and learn’ is an informal way for employees to engage in skills and awareness training, and encourage working relationships across departments. They are a novel and effective way of bringing remote workers together with their team members. This is important as remote working is on the increase and, given the response to Coronavirus in 2020, this upward trend looks set to continue.

These forums are an excellent opportunity to empower employees by raising awareness on a range of topics, for example, by inviting speakers to celebrate positive cultural events such as International Women's Day, Black History Month, LGBT Pride, etc. Studies show that employees feel empowered with increased confidence and self-worth by listening to talks and motivational speeches, and participating in discussion groups.<sup>18</sup>

Workplace champions should prepare a diversity calendar and organise the events on a regular basis. Costs, in terms of both financial and time, are minimal, but the benefits are numerous. Lunch and learn events boost employee morale, create critical awareness of issues at hand, build teamwork skills and allow expertise to be shared.

## 3. Practical Steps

“Make small realistic changes rather than try to force a dramatic new vision and, over time, the culture will shift”

**Dr. Leyla Hussein OBE**

Founder of The Dahlia Project

Organisations of any size can take practical steps to support people affected by HTPs. In this section, we outline ten key steps to prepare organisations, and to guide employees, for when someone at work discloses that they are a victim or survivor of HTPs.

### **Recognising there is a problem**

1. Ensure your working (on-site and digital) environment promotes HTPs awareness strategies using, for example, culturally competent poster campaigns.
2. Request that senior executives take lead on promoting HTP awareness sensitively, using the intranet, for example, to post messages to show support and recognise that HTPs are a problem.
3. If staff do not know how to respond to the ‘one chance rule’, request that staff are given training.

### **Responding appropriately**

4. When an employee, colleague, or service-user discloses that they are a survivor or victim of HTPs, believe them – do not ask them for evidence.
5. Reassure them that what they tell you is in confidence and that you will not share information with anyone else if they ask you not to, including their family, friends or the community.
6. You may have only one chance to speak to a potential victim and, therefore, only one chance to intervene.

### **Providing support**

7. Suggest that you go to a secure and private space, where you will not be overheard.
8. Alert the dedicated workplace champion—they should be trained and confident to help.

### **Refer to the appropriate help**

9. Provide contact details of easily accessible and reputable support services who have dedicated staff trained to support victims and survivors of HTPs.
10. If necessary, consider the need for immediate police involvement. Get advice if you are not sure what to do. Refer to page 18 for a list of support services.

## 4. Resources and further reading



### Resources

[Honour Abuse Research Matrix \(HARM\)](#) Join this multi-disciplinary network of professionals working to eliminate harmful traditional practices.

[Training and consultancy](#) onEvidence offer evidence-based training and education, safeguarding policy and practice guidance, and research services.

### Further reading

[Diversity & Inclusion](#) CIPD: Diversity management that works, an evidence-based view.

[Female Genital Mutilation Act 2003](#)

[Harmful traditional practices](#) Published by NHS Health Scotland

### Support for victims

[The Forced Marriage Unit](#) Call: +44 (0) 20 7008 0151 email: fmu@fco.gov.uk

[National FGM support clinics—NHS](#) National FGM Support Clinics (NFGMSC) are community-based clinics that offer a range of support services for women with female genital mutilation (FGM).

[Halo Project](#) Help and advice for survivors and those at risk of honour-based abuse.

[Naz and Matt Foundation](#) Support LGBTQI individuals, particularly where religion is an issue.

[Freedom Charity](#) FGM, honour violence and forced marriage helpline 0845 607 0133.

[Karma Nirvana](#) Support for victims of honour-based abuse and forced marriage. Call 0800 5999 247.

[Childline](#) Offers free and confidential advice and support services provided by NSPCC. Call 0800 1111

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“HTPs are everybody’s business. From the person on reception, to leadership teams, there needs to be understanding and awareness if we are to save lives.”

**Nazir Afzal OBE**

Former Chief Crown Prosecutor



## Honour Abuse Research Matrix

School of Psychology  
University of Central Lancashire  
PR1 2HE

[www.uclan.ac.uk/harm](http://www.uclan.ac.uk/harm)

E: [HARMnetwork@uclan.ac.uk](mailto:HARMnetwork@uclan.ac.uk)

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