

# Innovations in Sexual Harassment Prevention and Remediation: A People-First Approach

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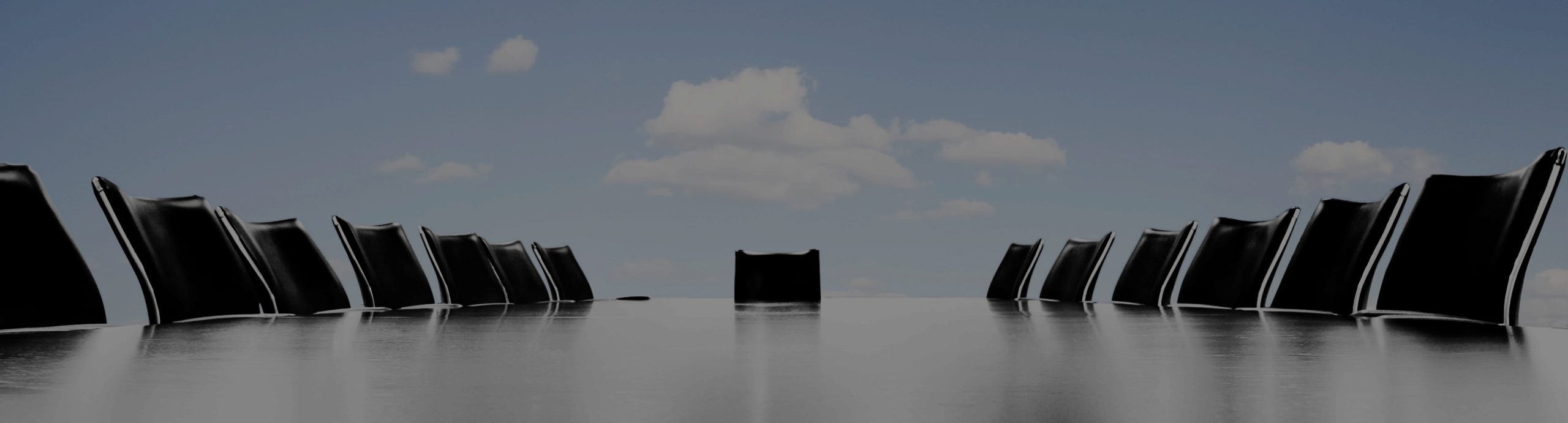
**January 23, 2020**

# Before We Get Started

- Today's presentation and recording will be provided via email after the webcast
- BELA members can access the materials directly from the resources center on the members site
- Please submit questions via the chat function on the left-hand side of your screen

# Agenda

1. Harassment Prevention: Some Statistics
2. Insights on a People-Centered Approach
  - *Structuring Your Harassment Prevention Program*
  - *Effective Investigations and Protecting Known Reporters*
  - *Transparency with Stakeholders*
  - *Going Outside the Legal/Regulatory Box*
3. Questions?



# Harassment Prevention: Some Statistics

# Endemic Sexual Harassment Scandals at Flagship Organizations



***The Year of Reckoning at CBS: Sexual Harassment Allegations and Attempts to Cover Them Up—New York Times, January 2019***

## Quick Quiz: What elements do the #MeToo, Volkswagen, Deutsche Bank and Pacific Gas & Electric Scandals & Others Have in Common?

1. Organizations with detailed rules and policies
2. Employees who reported the misconduct internally
3. Leaders who failed to act on the reports
4. Retaliation against employees raising the concerns
5. Substantial harm to the company
6. All of the above

# Setting the Stage: Ethisphere's Ethical Culture Benchmark Data

**550,000+**

Responses  
Received

**70**

Companies  
Around the  
World

**>4,200,000**

Represented  
Headcount

\*Figures as of end of Q4 2019.

# Setting the Stage: Ethisphere's Eight Pillars of an Ethical Culture

**Awareness of  
the Program &  
Resources**

**Perceptions of  
the Function**

**Observing &  
Reporting  
Misconduct**

**Pressure**

**Organizational  
Justice**

**Manager  
Perceptions**

**Perceptions of  
Leadership**

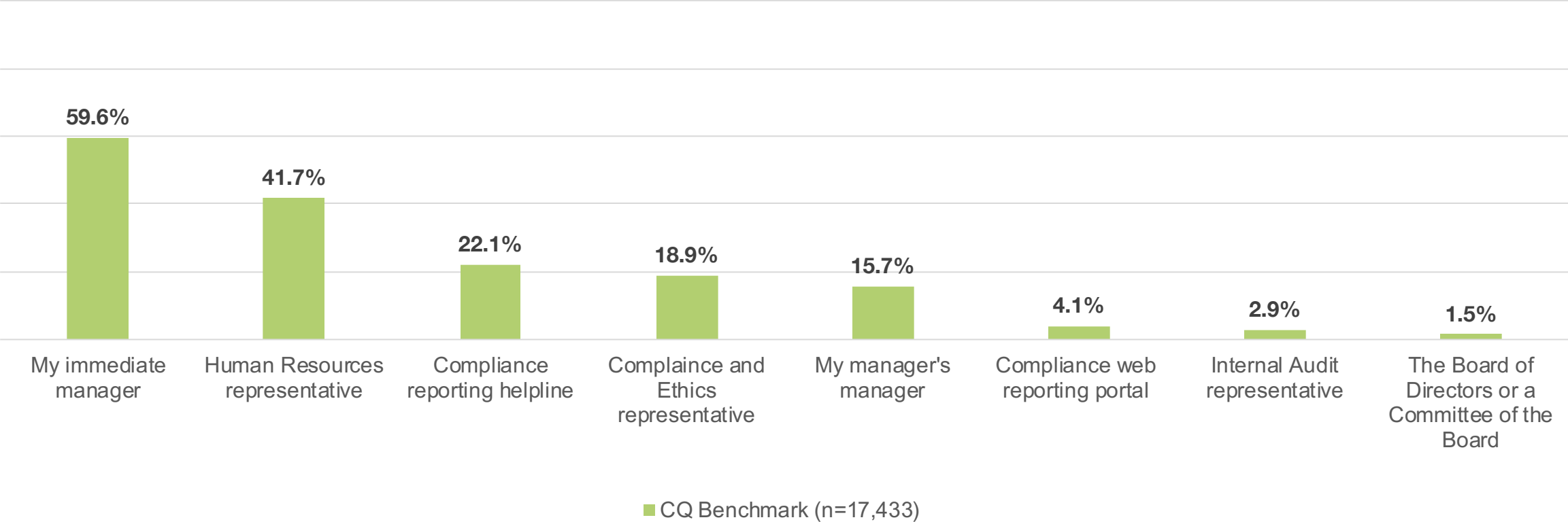
**Perceptions of  
Peers and  
Environment**



# Perceptions of Ethical Culture

## Pillar 3: Observing and Reporting Misconduct

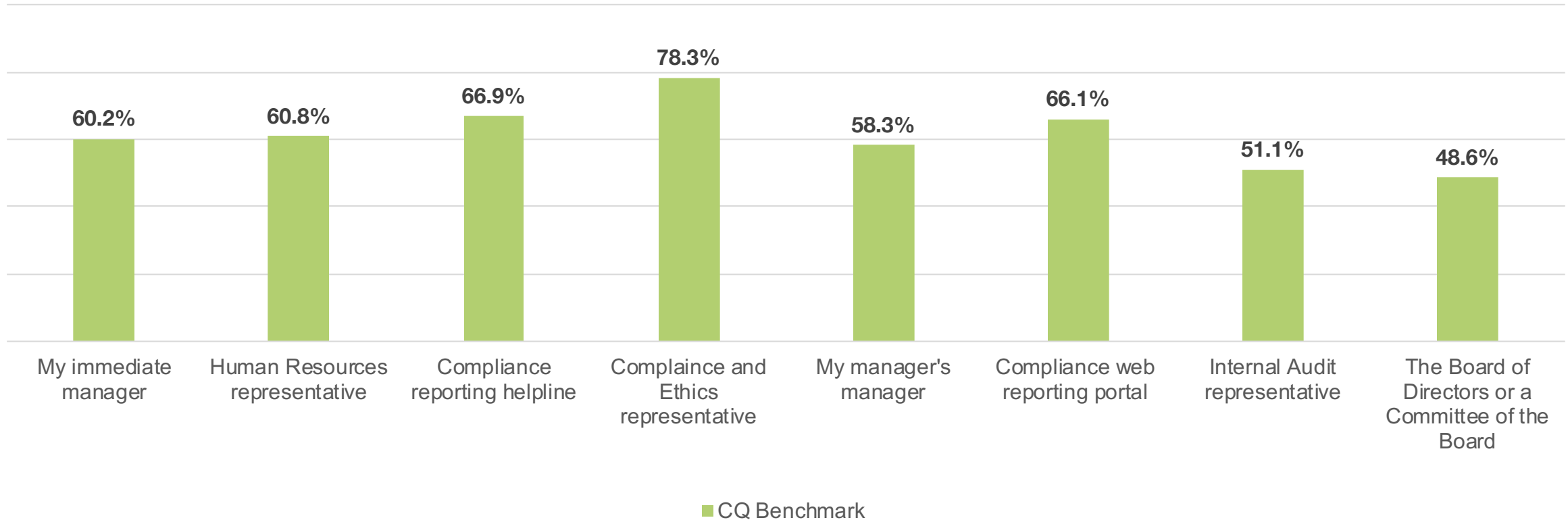
Chart 3.8 – “How did you report the suspected misconduct or unethical behavior? (Please select all that apply)”



# Perceptions of Ethical Culture

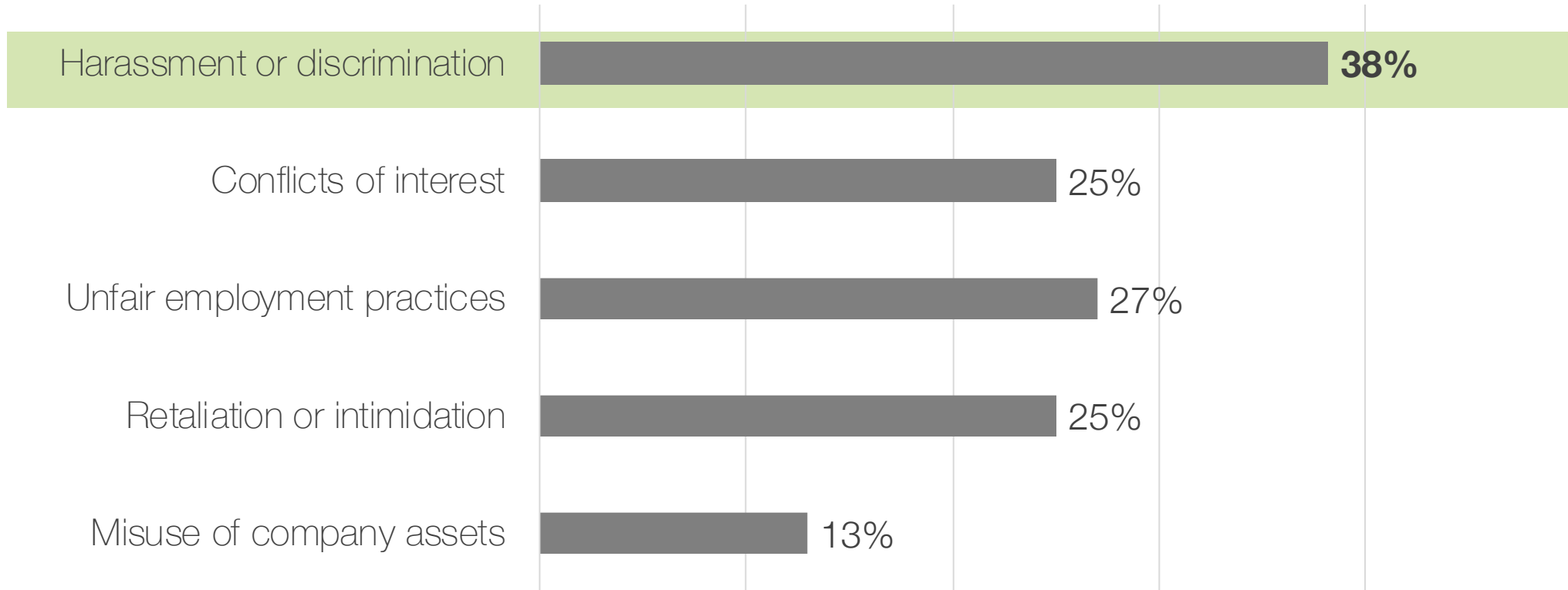
## Pillar 3: Observing and Reporting Misconduct

Chart – “How satisfied were you with how the overall process?”



# Why This Survey?

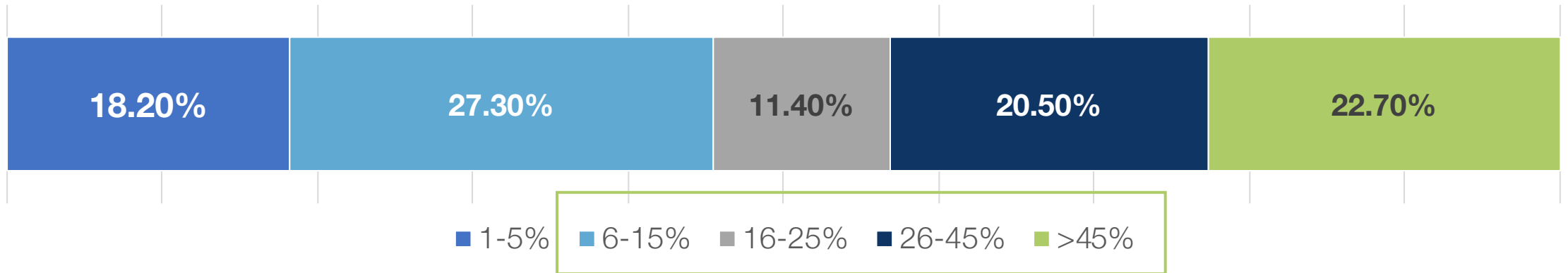
*“Which type of misconduct did you observe:”*



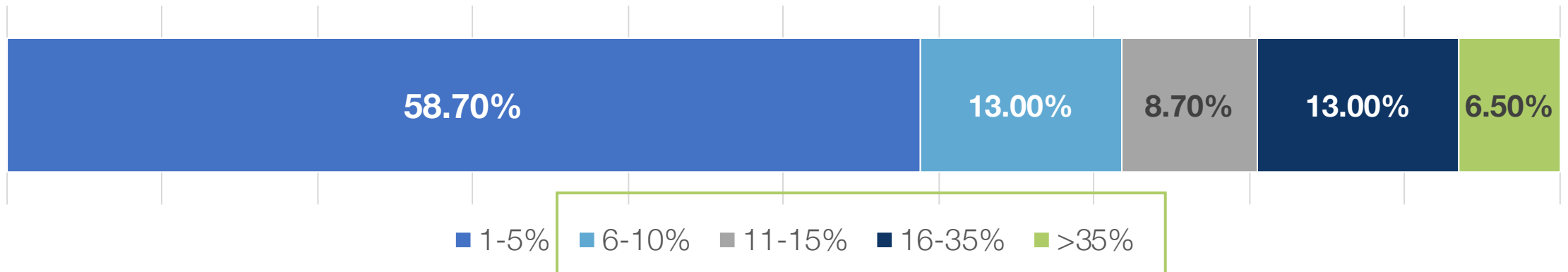
\*Data from Ethisphere’s CQ Database N=21,371

# Fair Employment Reports

“What percentage of total cases reported constitute “Fair Employment” matters?”

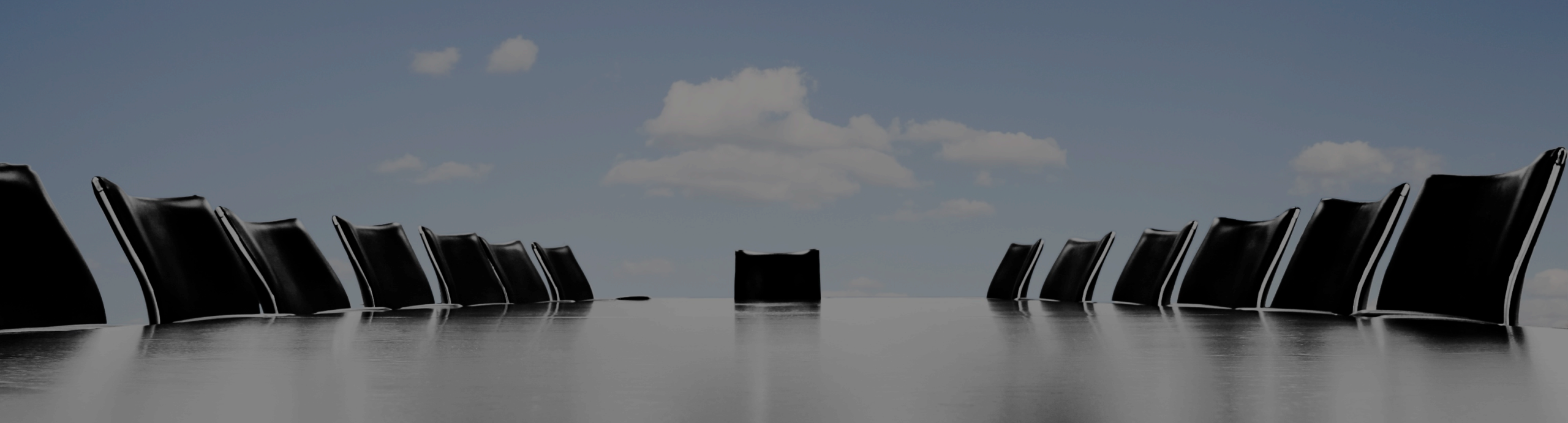


“What percentage of harassment cases reported involve some form of sexual harassment, including sex orientation harassment claims?”



# Quick Quiz: What are the Most Effective Ways to Prevent Misconduct in Organizations?

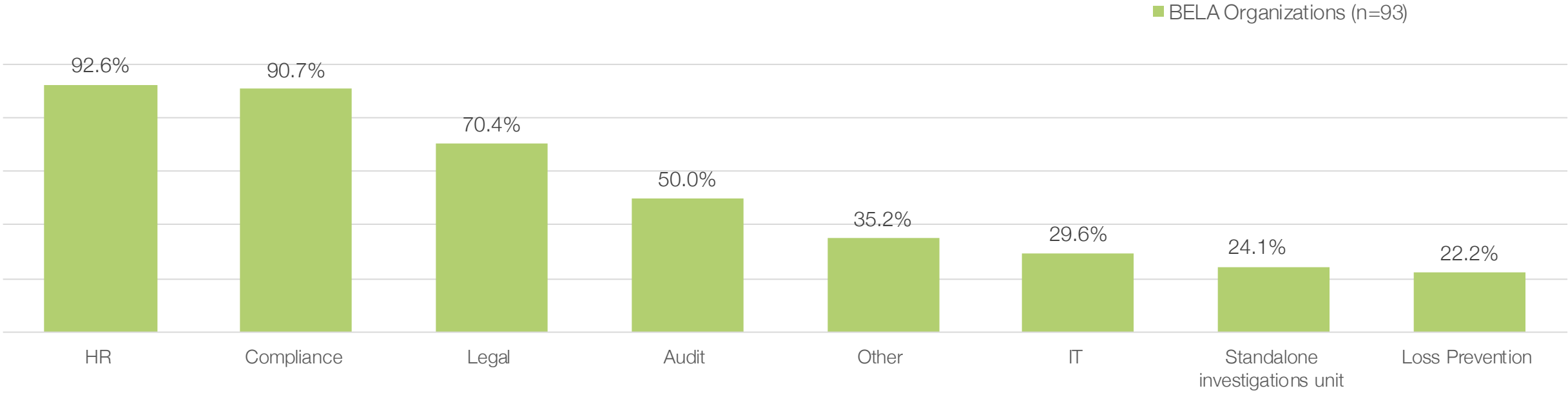
1. Detailed policies laying out all regulatory requirements
2. A good Code of Conduct
3. Regular training
4. Ensuring organizational justice across the company
5. An anonymous hotline



# Insights into a People-Centered Process: Effective Investigations and Protecting Known Reporters

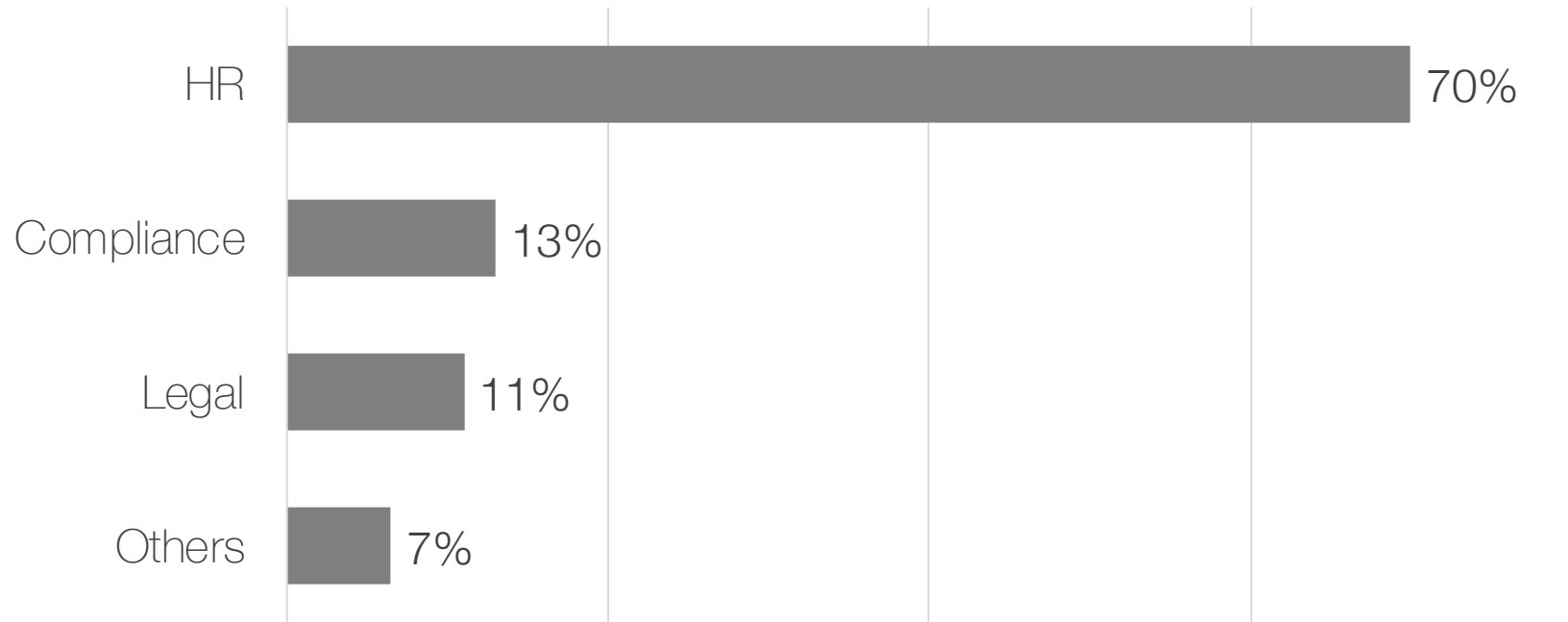
# Investigation Structure, Staffing and Practices

BELA Research: Which of the following groups routinely conduct investigations at your organization?



# Ownership of Harassment Claims

“Which function investigates claims relating to harassment?”



**80%**

Of participants indicated observing an increase rate of reported sexual harassment concerns since the rise of the “#Metoo” movement

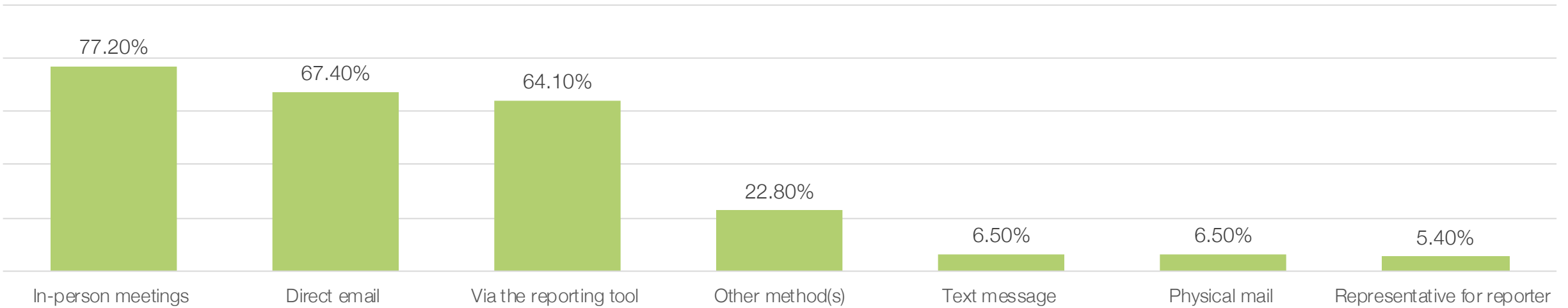
How do you run joint investigations?



# Investigation Structure, Staffing and Practices

BELA Research: For substantiated claims, which of the following apply to how the investigations team communicates with the reporting individual?

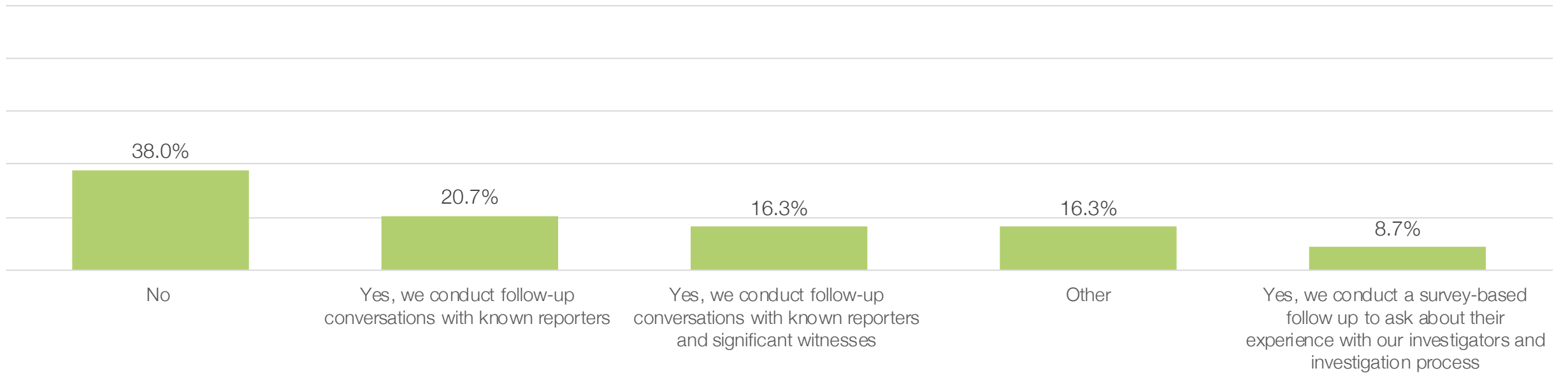
■ BELA Organizations (n=93)



# Investigation Structure, Staffing and Practices

**BELA Research: Does your organization have a process for gathering feedback from individuals who participated in an investigation after the investigation is closed?**

■ BELA Organizations (n=93)



# Investigation Structure, Staffing and Practices

BELA Research: Indicate which established procedures your company has to protect employees who report suspected misconduct. Please select all that apply.

■ BELA Organizations (n=93)

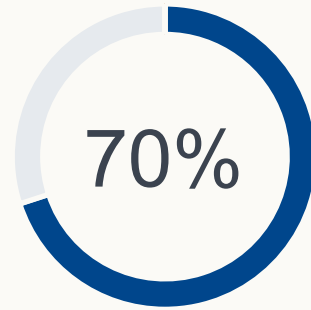




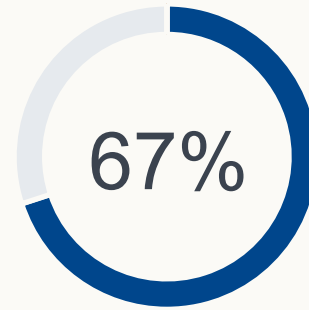
# Insights into a People-Centered Process: Transparency

# The Limitations of Rules-Based Compliance

Leaders who **rarely or never** demonstrate moral leadership behaviors ...



↓  
incidences of observed  
abuses of power



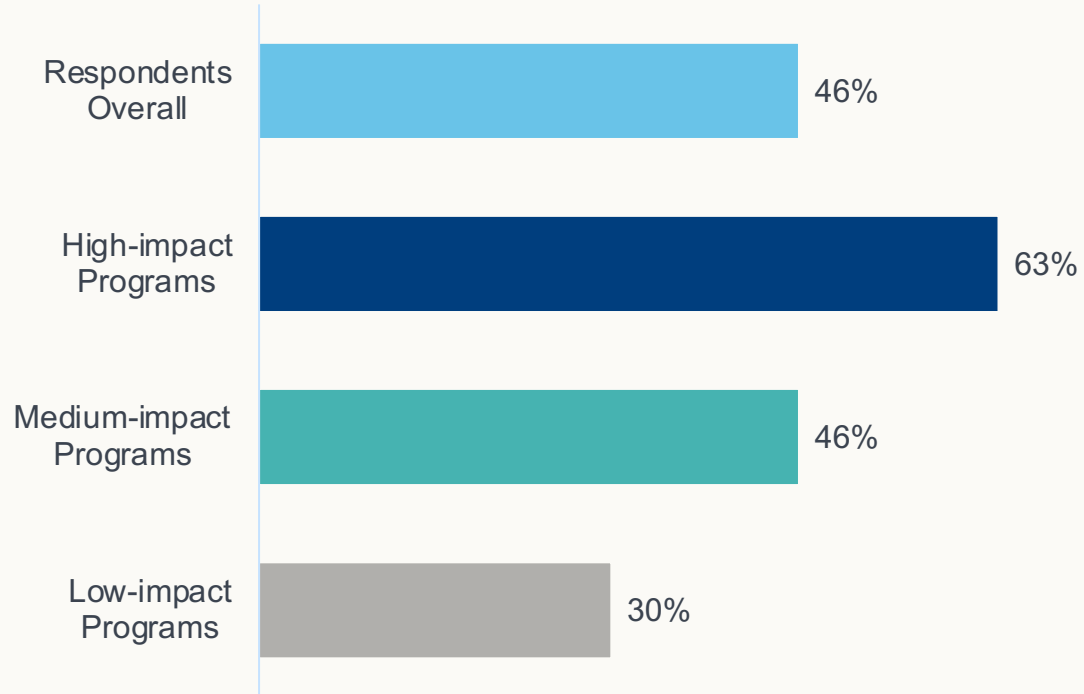
↓  
incidences of unethical  
manager behavior

**10x** more likely to **treat people unfairly**

**8x** more likely to hoard **information**

**5x** more likely to prioritize **short-term results** over the long-term mission

LRN's 2019 Moral Leadership Report



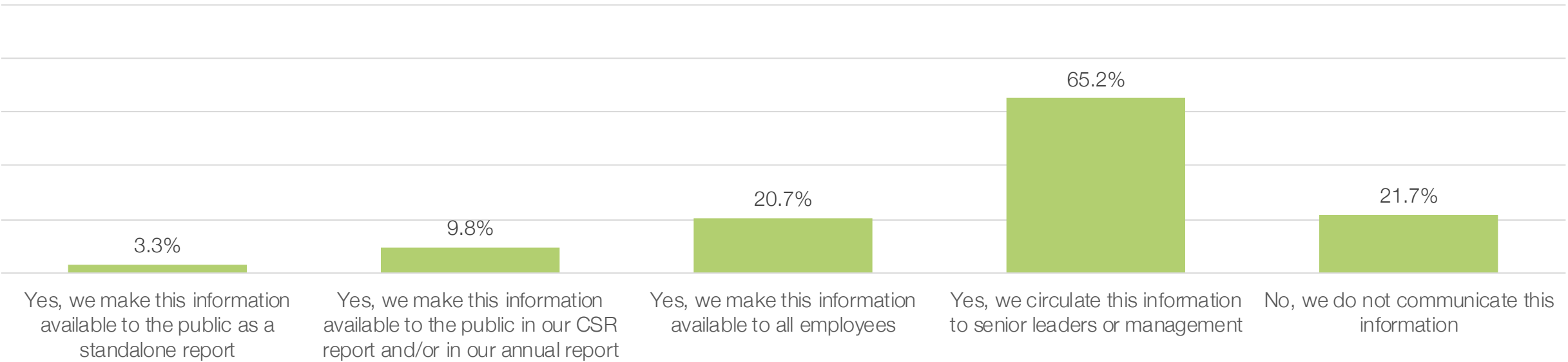
► Senior leaders in my organizations support effective sanctions or penalties on executives and high performers involved in misconduct.

## Moral Leadership in Practice: LRN's 2019 Program Effectiveness Report

# Detection, Monitoring, and Auditing

Separate from reports to the Board or other governing authority, does your organization communicate how many concerns were reported, the types of concerns reported, and the results of reports and investigations?  
(Multiple select)

■ 2019 WME Honorees



# Transparency in Action

Ethics & Business Conduct  
Annual Report 2019

Promoting ethics and  
our core values to  
reach the World Bank  
Group twin goals



Pillar 2

TABLE 6. Allegations Received by Category in FY16–FY19 (# of cases)

Allegation	FY16	FY17	FY18	FY19
Harassment	49	60	79	83
Non-Compliance with Staff Rules	74	60	44	39
Sexual Harassment	10	11	35	28
Abuse of Authority	26	31	34	22
Personal Legal Obligation	17	18	20	18
Misuse of Bank Resources	19	21	18	15
Retaliation	11	11	11	10
Discrimination	8	7	7	4
O-5 Domestic	15	9	4	3
Sexual Exploitation and Abuse	0	0	0	2
<b>Total</b>	<b>229</b>	<b>228</b>	<b>252</b>	<b>224</b>

harassment, where there is limited, if any, corroborating evidence, the number of allegations that meet the standard may be lower.

- In fiscal year 2019, BIR closed 123 cases at intake, a further 74 cases during the preliminary inquiry, and 17 cases closed at investigation. Nineteen cases were referred to the HRDVP (see Chart 5).
- In line with our objective to reduce the duration of investigations, the time dropped from 227 days in fiscal year 2018 to 175 in fiscal year 2019. EBC's goal is to reduce the average investigation completion time to 130 days by fiscal year 2021.
- EBC made progress toward its goal of shortening the length of sexual harassment investigations in fiscal year 2019 (see "Special Report: Sexual Harassment," page 39), for goals and exact results.

Pillar 2

CHART 6. EBC Action Taken on Allegations that Did Not Move to Investigation or a Report to HRDVP in FY19 (# of cases)

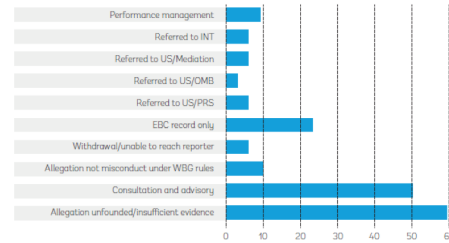


TABLE 8. Allegations Received by EBC by Region in FY19, Noting Location of Where the Accused Is Based

Location/Region	# of Cases
<b>FY19</b>	<b>224</b>
AFR	28
EAP	15
ECA	11
LCR	8
MNA	9
HQ	134
SAR	19

## Ethics and Business Conduct

Annual Report 2018



## Embedding Ethics throughout the World Bank Group



EAS Senior Counsel Dawn Masi (center) presents to WBG staff at an EBC "Creating a Respectful and Harassment-Free Workplace" facilitated conversation.

about holding board positions in outside entities, teaching, and publishing. About 14 percent of the queries received related to relationships, which encompasses questions about the recruitment of relatives of staff by the WBG, and the assign-

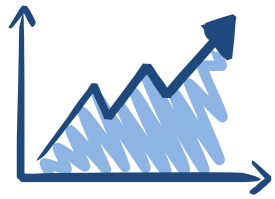
ment of spouses or domestic partners also at the WBG, or intimate relationships between staff members. The remainder of our advisory work involved answering a mix of queries mainly related to gifts, political activities, and financial conflicts of interests (see Table 2.1).

Table 2.1 EAS Advice by Category, FY16–FY18

Subcategory	FY16	FY17	FY18
Outside Activities & Employment	284	311	317
Future or Former Employment	112	103	94
Close Relatives/Relationships	112	112	129
Vendor Procurement	50	60	95
External Services	48	48	42
Gifts, Medals, & Honors	42	47	61
Personal Financial Interests	20	17	21
Public Statements & Disclosures	32	40	63
Operational	29	20	6
Other	48	88	97
<b>Total</b>	<b>777</b>	<b>846</b>	<b>925</b>



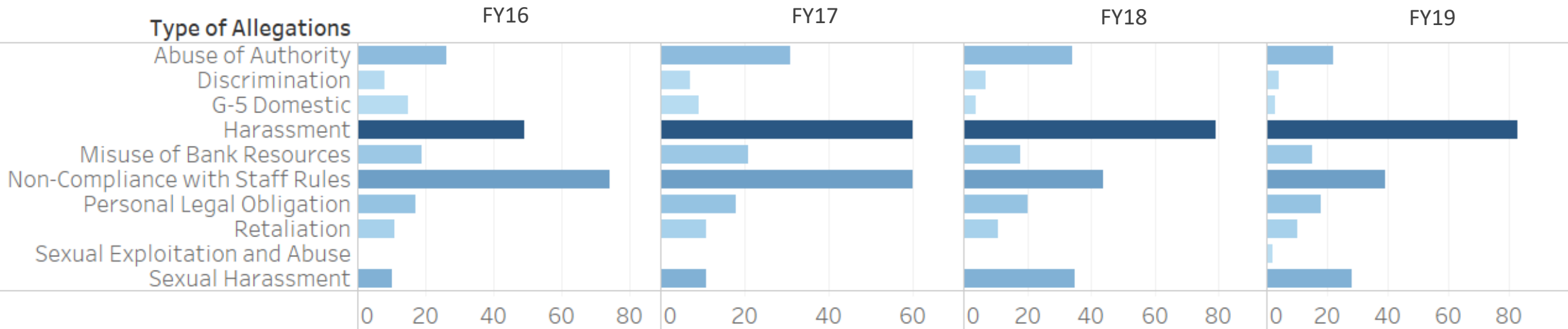
# Closer look: Allegations received by EBC



EBC receives **more harassment allegations** and less non-compliance allegations

25

allegations in FY19 were received from STTs and STCs, of which 21 in HQ and 4 in Country Offices



# FY19 – At-a-Glance



 257

Intake

123 cases closed

- Due to
- resolving by advice and consultation/ reaching settlement
  - referring to other part of IJS
  - reporter wanted to create a record but did not want to move forward
  - inability to reach reporter

 134

Preliminary inquiry

74 cases closed

- Due to
- insufficient evidence
  - reporter requested no further action
  - performance management issue
  - referred to other part of IJS (INT, Mediation, PRS)

 60

Investigation

17 cases closed

- Due to
- insufficient evidence
  - not within EBC's mandate
  - reporter requested no further action/ EBC record only

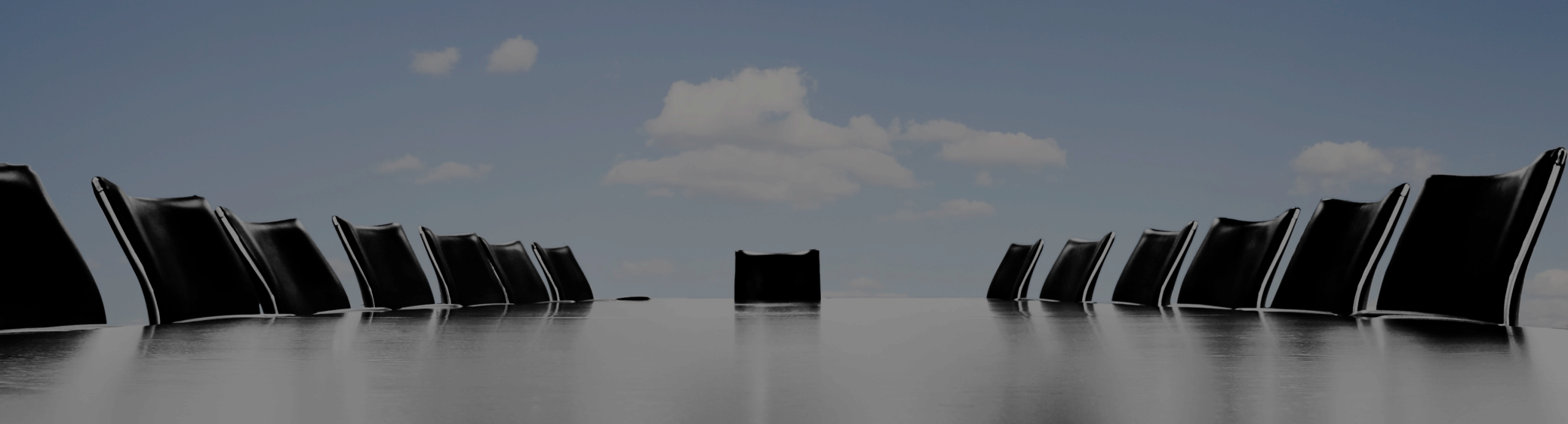
 17

Report to HRVP

 26

Carry-over to FY20

(data as of July 1, 2019)



# Insights into a People-Centered Process: Going Outside the Legal/Regulatory Box

# #WALKTHETALK:

## Talking about Sexual Harassment: **Tips for Managers**

Sexual harassment can be uncomfortable—even embarrassing—to talk about. Although Human Resources and other leaders in the company will take charge should a sexual harassment concern arise, managers need to be skilled in these conversations, too, because they often are the first to learn of issues.

Knowing the right time and place to ask questions or initiate discussions with employees is difficult even for the most seasoned supervisors. But it's **important**. Team members need to know and trust they can come to you or others within the company with concerns.

Use these conversation starters and strategies in team meetings or in one-on-one discussions to get past the taboo and open the lines of communication. Make sure to listen to your employees' responses and validate or explain them.

### Conversation Starters

**Sexual harassment has been in the news a lot recently, mostly because of celebrities and politicians who are in the spotlight. Do you think that kind of stuff happens in the real world?**

- Sexual harassment happens in all different environments. The workplace in particular can be a vulnerable setting due to the real or perceived power and influence individuals have over one another.
- Our company has strict policies against sexual harassment, which include procedures for how to report incidents and organizational justice.

**Why do you think we're hearing more about sexual harassment these days? [Leave question open-ended or press further:] Do you think it's happening more now or do you think people are feeling more empowered to speak out?**

- Highly publicized incidents of sexual harassment are certainly bringing the issue to light, but sexual harassment is not new.
- One of the reasons we may be hearing more about sexual harassment is that companies like ours have developed procedures to give employees an official process for reporting incidents. Through this process, victims' voices can be better heard—and their stories believed.

# ALLY



**An ally is a person who supports victims of harassment in the workplace and stands up for what's right. Here are a few ways to convey that you're an ally.**



## **Listen actively**

- Avoid assumptions
- Don't talk over the person sharing
- Give your full attention



## **Be consistent**

- It's not enough to simply refrain from laughing
- Tell the bullies their jokes are not welcome
- Stand up for the person being harassed



## **Avoid rationalizing bad behavior**

- Don't explain away someone's bad behavior
- If you feel you're making excuses, you probably are
- Try to listen and support



## **Speak up!**

- Being offended isn't enough
- Harassers need to be reported
- If you see it or hear it, speak up!

# Will you be... a Bystander or an Upstander?

## The Bystander Effect

When being with a group of people makes us less likely to help a person in need.



Sexual harassment hurts our people and makes it harder for us to do our jobs.

When sexual harassment happens, we have a choice: Be a bystander... or an upstander.  
**Bystanders let the harassment happen or ignore it. UPSTANDERS TAKE ACTION.**

A photograph of a conference room with several black chairs arranged around a long table. One chair is missing from the center of the table, leaving a gap. The background is a blue sky with white clouds.

**Thank you**