

#MeToo: A Year Into a Movement

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The Anti-Harassment Landscape and the Business Case for a Strong Program

Setting the Stage



Major Trends Over the Last Year

#MeToo: Allegations of abuse by Harvey Weinstein in Hollywood spark a broader national discussion of workplace harassment.

National prominence: The national discussion seems to have broadly raised awareness about the pervasiveness and harm caused by harassment.

Over half of women cite unwanted sexual advances from a man, including 3 in 10 from a coworker

(AMONG WOMEN) Q: Have you ever received unwanted sexual advances from a man...



Source: Oct. 11-15 Post-ABC News poll with error margin of 4 points among national sample of 740 women.

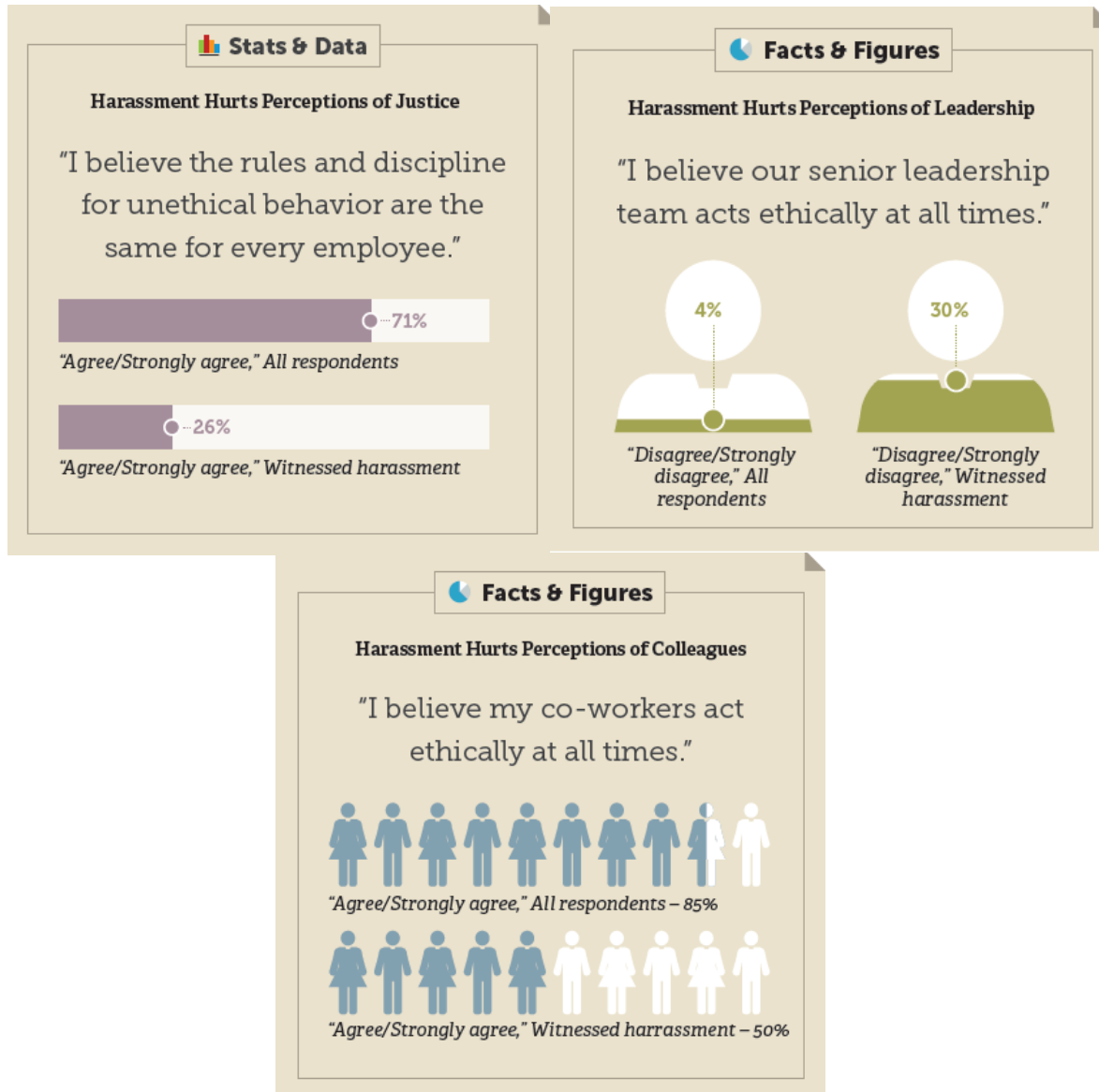
EMILY GUSKIN/WASHINGTON POST

Corporate Shakeups: Across the private sector, prominent leaders have been forced to resign for misconduct

CBS Stock Tumbles After CEO Leslie Moonves Ousted

21st Century Fox in \$90 million settlement tied to sexual harassment scandal

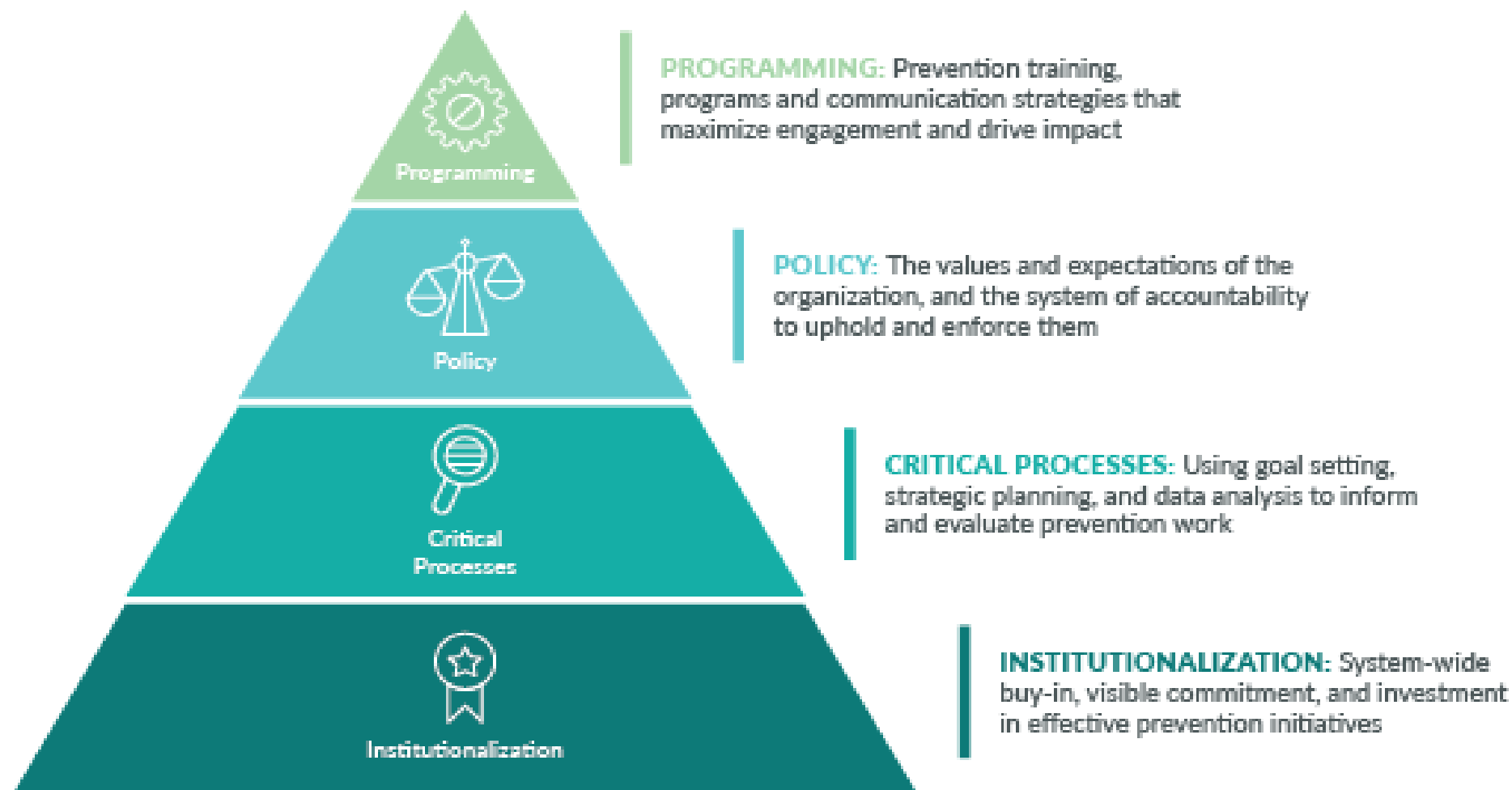
Impact of Harassment on Employee Attitudes and Experiences



- Sense of organizational justice harmed by harassment
- Victims and witnesses less likely to trust co-workers and leadership
- Victims more likely to leave; impact on health and well-being

Preventing Harassment

Four Elements of a Comprehensive Harassment Prevention Strategy



Harassment Prevention Training

Deployment of harassment prevention training as part of documented periodic training initiatives
(Multiple Select)

86%

Training is mandatory for all employees globally

16%

Training is mandatory for managers only

12%

Training is available to all employees on a voluntary basis

57 percent of participants deploy their harassment training at least annually

Manager Training

New Ethics Training Program Encourages Speak-up Culture

Written by
Katie Lawler



The #MeToo movement is a powerful, and hopefully transformative, moment for our society. Through it, many who felt they had no voice are now empowered to share their experiences and shift how we as a society treat people who speak up about wrongdoing.

The #MeToo movement underscores why organizations of all sizes need to build a culture that goes beyond encouraging employees to speak up about their concerns. Managers and senior executives must embrace a listen-up culture to understand what employees are saying and a follow-up culture to act on it and value it.

For many years, U.S. Bank has made it a priority to support a culture of ethics and integrity. We base every decision not on "can we do it," but "is it the right thing to do." That's because as a financial institution, every relationship we have is built on trust, and we know that we must do the right thing by our customers, our more than 70,000 employees and our communities. Our reputation—our most valuable asset—depends on it.

In 2017, U.S. Bank established our Global Ethics Office to provide a singular focus on cultivating and maintaining a strong culture of ethics and trust. As a company, we want to make sure we have the right structures, programs and resources in place so that ethics always informs our business decisions and affects the day-to-day work of every employee. A stand-alone ethics team underscores the importance we place on ethics and its connection to every facet of our business.

Speak-up, Listen-up, Follow-up

One of the Global Ethics Office's most important responsibilities is to foster a culture built on three pillars: speak-up, listen-up and follow-up. We have sought to combine industry best practices with our own innovations. This includes creating infographics to explain what happens when employees call the ethics hotline, launching a series of videos that demonstrate the link between ethics and business strategy, and introducing new, unique approaches to training.

From our first day of operation, the Global Ethics Office, with full support from the bank's senior leadership, set out to build on our existing culture to encourage company-wide discussions about what behaviors are and are not acceptable in our workplace. Our goal was to bring a new, innovative approach to the topic and

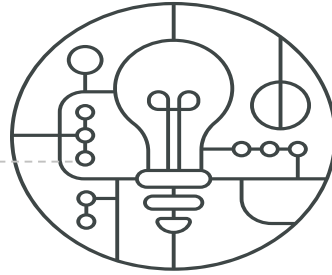
- Managers require training to create speak-up culture
- Workplace environment set by managers & supervisors

Using Evidence-Based Training Approaches to Impact Behavior



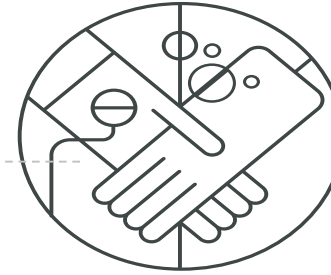
Values-based

Leverage
organization-wide
values;
Positive framing



Solution-focused

Engaging the
healthy majority



Empowering

Bystander
intervention
strategies

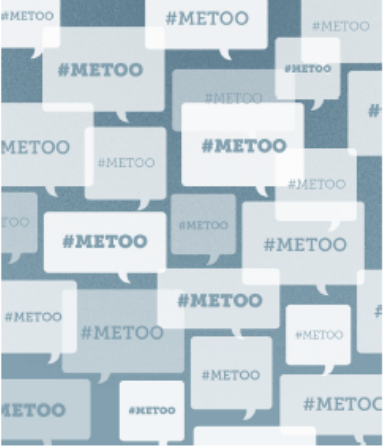
Policy Changes

- Mandatory arbitration clauses being replaced
- Non-disclosure and confidentiality agreements
- Greater transparency around investigations and settlements

#MeToo is Here to Stay

What are you going to do?

Written by
Antonio Fernandez



In the fall of 2017, the #MeToo hashtag went viral, and stories of sexual harassment dominated news cycles, social media and workplace conversations. The hashtag created a catalog of ubiquitous, familiar and shared experiences of sexual assault, harassment and discrimination. #MeToo quickly became an internet phenomenon and sparked a conversation that, I believe, forever changed society's view of these issues.

Social media's expansion – or redefinition – of the public square, coupled with #MeToo's ability to rally people around an issue, present a unique challenge for organizations that care about their reputation. The ability to so broadly and quickly disseminate information relating to unacceptable conduct at work has changed the landscape in which we operate. Historically, the risks associated with an employment matter were primarily the potential for litigation, arbitration or, in some cases, government action. Generally, these can be slow, drawn-out processes. After #MeToo, companies now are faced with unexpected stakeholders, such as national media and advocacy groups, as well as the possibility that individuals leverage social media to rally support from a vast circle of individuals online.

While #MeToo has expanded who may be interested in how an organization addresses issues of discrimination, harassment or assault, the expectation that a company do the right thing in the face of these concerns remains the same. Organizations now will be called to demonstrate that their processes worked and that they lived up to their values to people not previously perceived as stakeholders. Stakeholders are no longer just shareholders, employees, customers or regulators – they are now participants in the redefined public square. An organization's reactions to a particular incident now

12

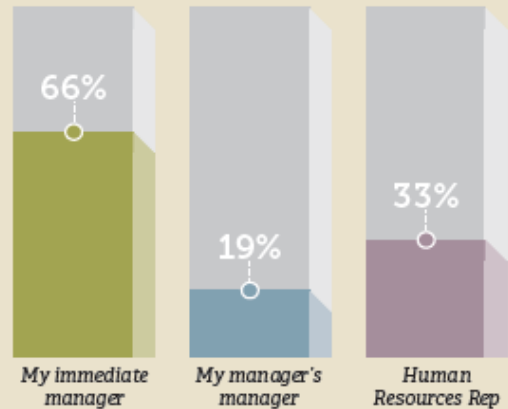
Investigations & Reporting

Reporting Channels Differ

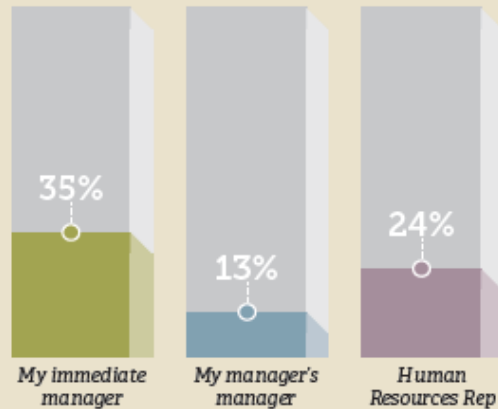
However, there's a difference in how those who witness harassment report it.

How did you report the suspected misconduct or unethical behavior? (may choose multiple)

All misconduct reports



Harassment reports



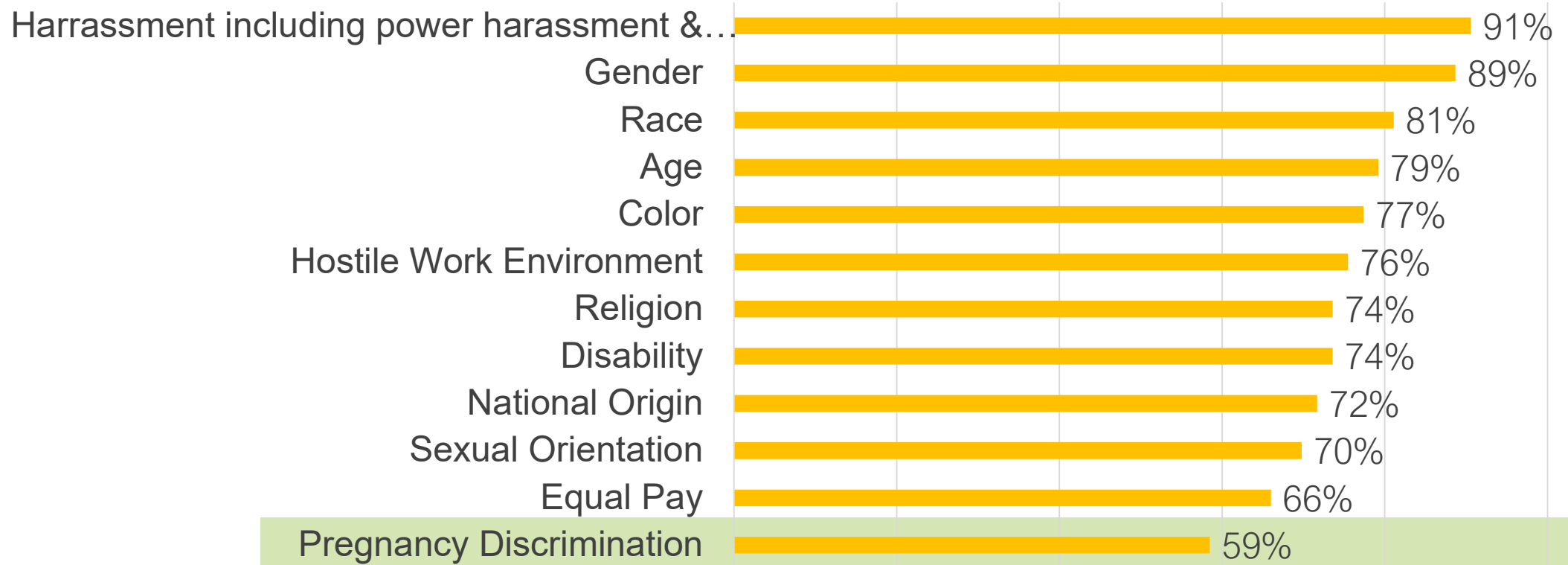
Conclusion:

Although harassment claims are reported with roughly the same frequency as other kinds of misconduct, they get reported through very different channels, with harassment claims much less likely to be routed through managers or HR personnel. There are likely many reasons for this difference, including social norms, potential shame, and the possibility that the harasser is actually a manager. Companies should keep this in mind when designing reporting avenues and investigations.

- Harassment reported at roughly the same rate as other misconduct
- Harassment less likely to be reported through usual “personal” channels
- Companies must build anonymous reporting channels to capture harassment claims

Tracking Harassment Issues

“Does the company track the following “discrimination” sub-categories?” (Multiple Select)



Resources for Reporting Misconduct

“Please indicate the resources or tools available for reporting misconduct and raising concerns at your company.” *(Multiple Select)*

Reporting Mechanism	Percent
Open door policy for in-person reporting to direct supervisors	96%
Third party-maintained hotline	92%
Open door policy for in-person reporting to senior/executive management	89%
Exit surveys or interviews	79%
Web-based reporting tool located on the company intranet site	77%
Web-based reporting tool accessible online and available to the general public	73%
Company-wide reporting email account	62%
In-house hotline	33%
Ombudsperson	21%
Live chat functionality	14%
Reporting via text message	10%
App or mobile-specific reporting tool or platform	10%
Dedicated fax line	8%

Questions & Discussion

Thank You



Contact Us

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