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IN THE WORKPLACE: A Special Report

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ABOUT THE REPORT

Purposeful Initiatives Drive Change

Choosing “#MeToo in the Workplace” as this year’s special report within the annual HR Acuity® Employee Relations Benchmark Study was a no-brainer. As the hashtag dominated the headlines for the past 12 months, we were anxious to see whether this movement would lead to impactful and lasting changes in the workplace.

We are pleased that this year’s study includes data from more than 150 enterprise organizations, representing over 4 million employees globally. The *#MeToo in the Workplace* Special Report focuses on reported allegation volumes, changes made to existing programs, the implementation of new initiatives, plus how organizations will be measuring the success of these efforts.

While it’s not surprising that harassment claims are up in the wake of #MeToo, we believe this shift will be the new normal as sustained momentum for the #MeToo movement continues to empower victims to come forward. The study illustrates how many organizations are recognizing and responding to this issue in order to protect their employees and their brand. We hope it will further encourage others to become more intentional as they educate employees, establish consistent processes and incorporate technology to help manage harassment claims and investigations the right way.

We would like to thank each of the leaders who participated in the study for their willingness to gather and share their organization’s data and insights to help improve the workplace landscape.



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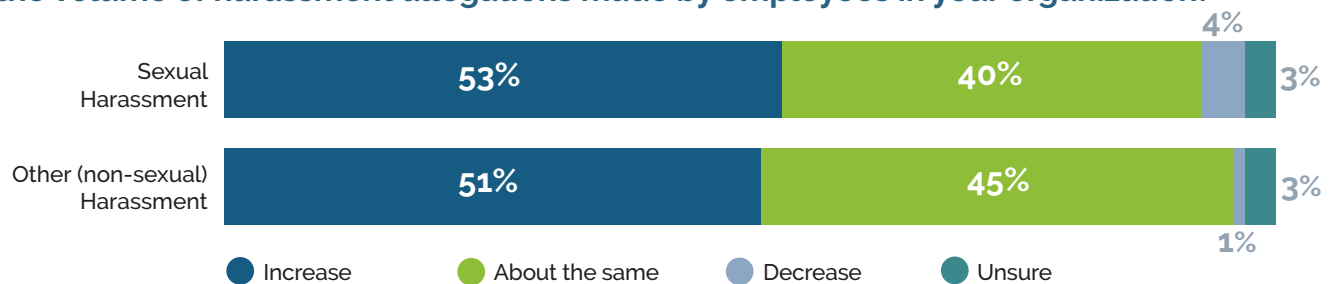
#METOO IN THE WORKPLACE: A SPECIAL REPORT

This special #MeToo report, an excerpt from the 2018 HR Acuity Employee Relations Benchmark Study, was created in response to the viral hashtag which began one year ago. It examines the changes organizations are experiencing with respect to sexual harassment allegations, how they are responding and what plans are in place to address this important workplace issue.

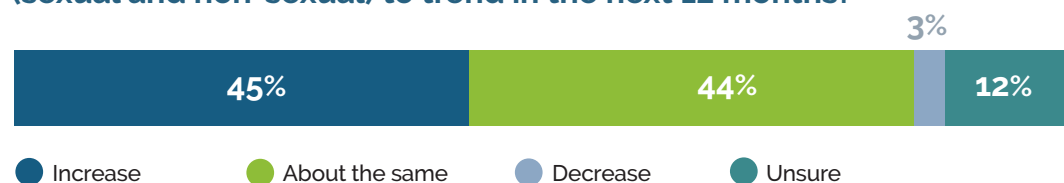
The findings include input from 158 enterprise organizations, representing approximately 4.4 million employees globally.

ALLEGATION VOLUME

Since #MeToo went viral in November 2017, have you experienced a change in the volume of harassment allegations made by employees in your organization?



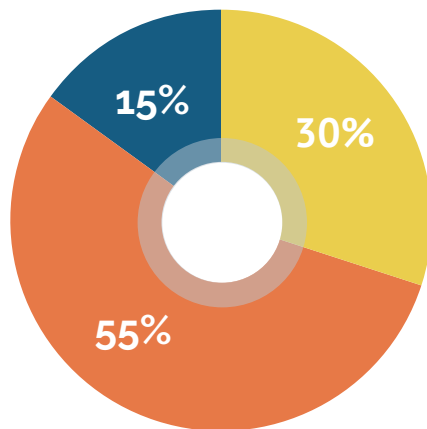
How do you expect the number of harassment allegations (sexual and non-sexual) to trend in the next 12 months?



More than half of the organizations reported an increase in the number of sexual harassment allegations in the past year (53%). Furthermore, 45% expect that this trend will continue in the next 12 months. This could be attributed to a number of factors including better reporting mechanisms, encouraging employees to come forward, or simply employees becoming more educated and empowered to report. It will be interesting to see whether this trend continues or if allegation volumes decrease as organizations implement better processes and improve corporate culture. Regardless, it is becoming clear that #MeToo is more a movement than a moment. Organizations will have to do things differently to ensure safe work environments and improve the employee experience.

ORGANIZATIONAL REACTIONS

Which statement best describes your organization's reaction to #MeToo?

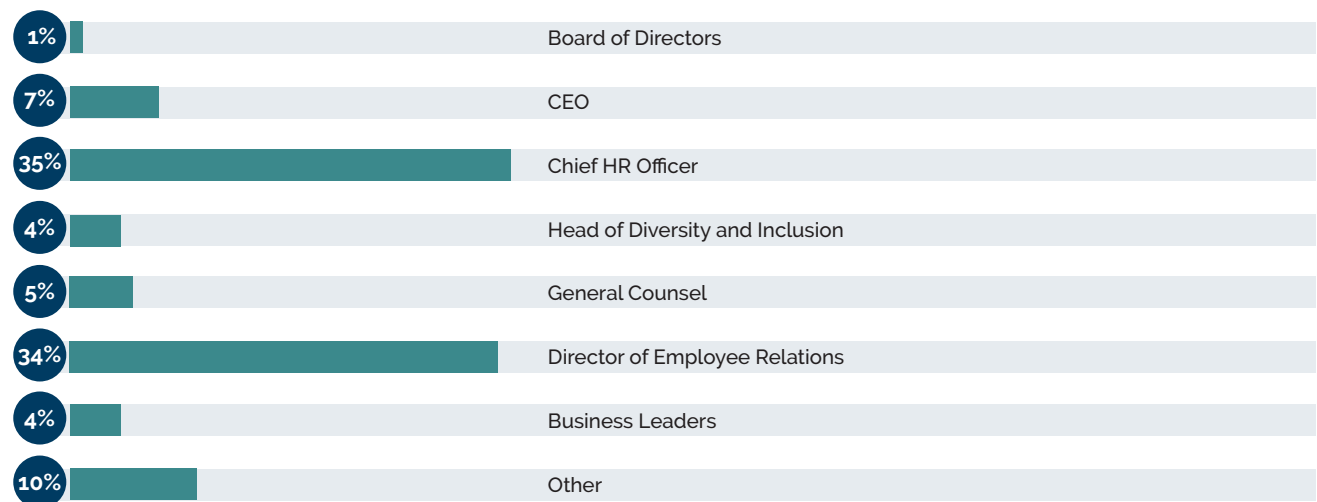


- Have developed a *specific* strategic initiative/plan to address #MeToo
- Have made or have plans to make some improvements/changes to existing programs and processes
- No change to what we were doing prior to #MeToo

Approximately 70% of organizations have done something in reaction to #MeToo. Yet only a small percentage (15%) have dedicated resources to creating specific strategies to address concerns in the workplace. Given how underreported workplace harassment has been for decades, the question remains as to whether simply making changes to existing programs will make a difference.

LEADING THE CHANGE

Who is leading or championing the new or improved initiatives around #MeToo?



Other: Partnerships between various groups/leaders within the organization, typically including a mix of 2-3 areas such as ER, Legal, Ethics and Integrity, Compliance, Business Leaders, C-Suite, Diversity & Inclusion, etc.

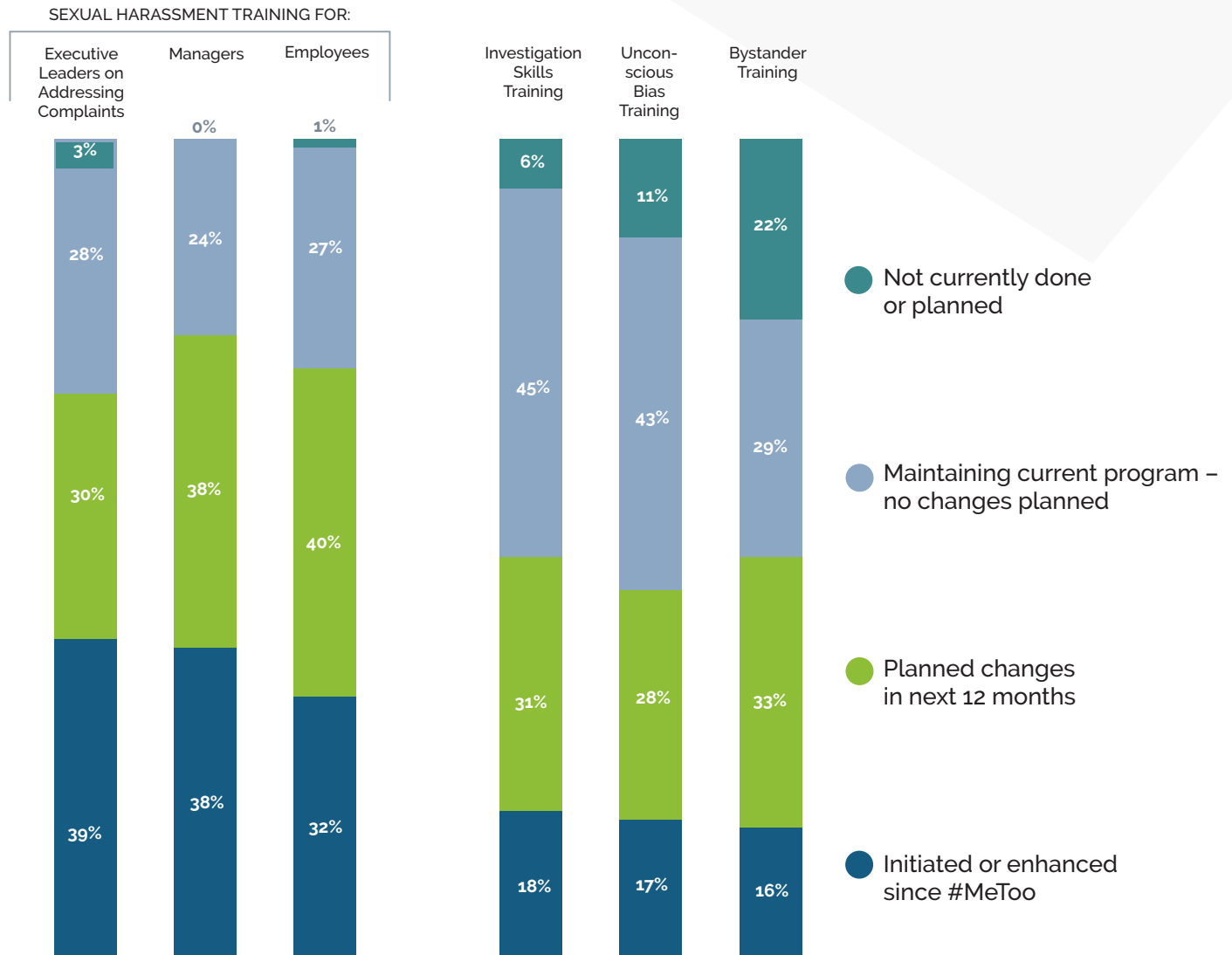
Sixty-nine percent of respondents indicated that #MeToo initiatives are led by Human Resources or Employee Relations. While the Director of ER (34%) may seem like a logical leader for change, it can be challenging to significantly change organizational culture, process and accountability, without a serious commitment emanating from the C-Suite.

SPECIFIC ACTIONS TAKEN



What specific changes have been made since #MeToo went viral?

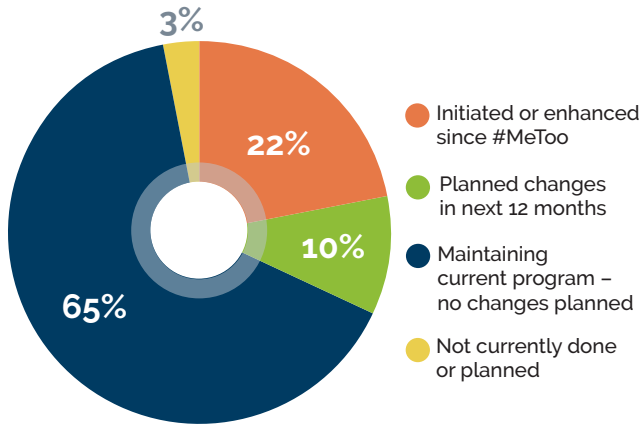
TRAINING PROGRAMS



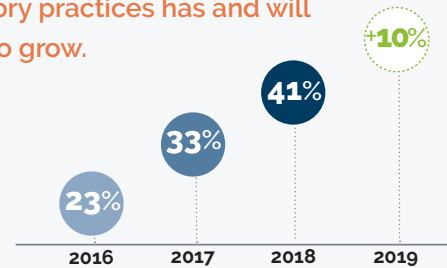
The data indicates enhanced training is the leading area of change to address #MeToo. A large majority of the new or planned training enhancements target all levels within organizations and are specifically focused on sexual harassment. Many organizations are also providing or improving training aimed at investigation skills, as well as offering courses regarding unconscious bias and bystander training. Training is a good place to start and can have the quickest impact but should be just one component of a holistic approach to addressing sexual harassment.

SPECIFIC ACTIONS TAKEN (continued)

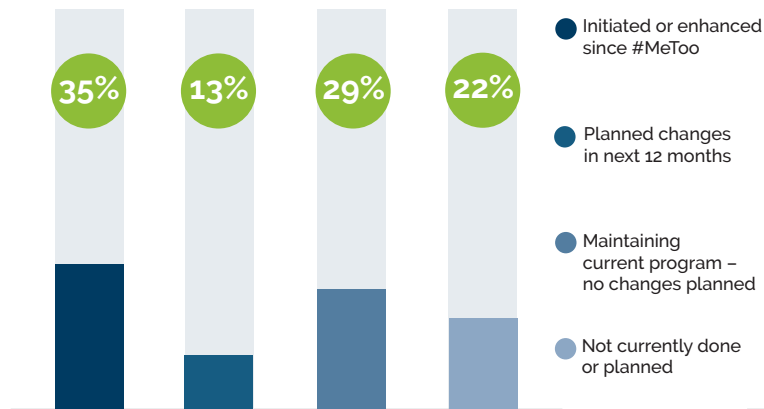
REQUIRED INVESTIGATION PROCESSES



The 2018 HR Acuity Employee Relations Benchmark results indicate that the transition to required investigatory practices has and will continue to grow.



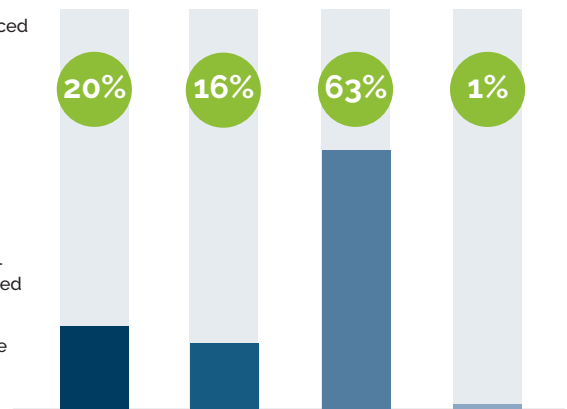
COMMUNICATIONS



Communication Initiatives from Leadership

It is surprising that fewer than half (48%) of organizations are reaching out to employees through communications efforts about #MeToo; and 22% of organizations have no plans to communicate with employees. #MeToo presents leadership with an opportunity to take a stand, set expectations, inform employees and convey the desired cultural tone. Open communications can jumpstart change, encourage employees to report, boost morale and improve retention.

POLICIES

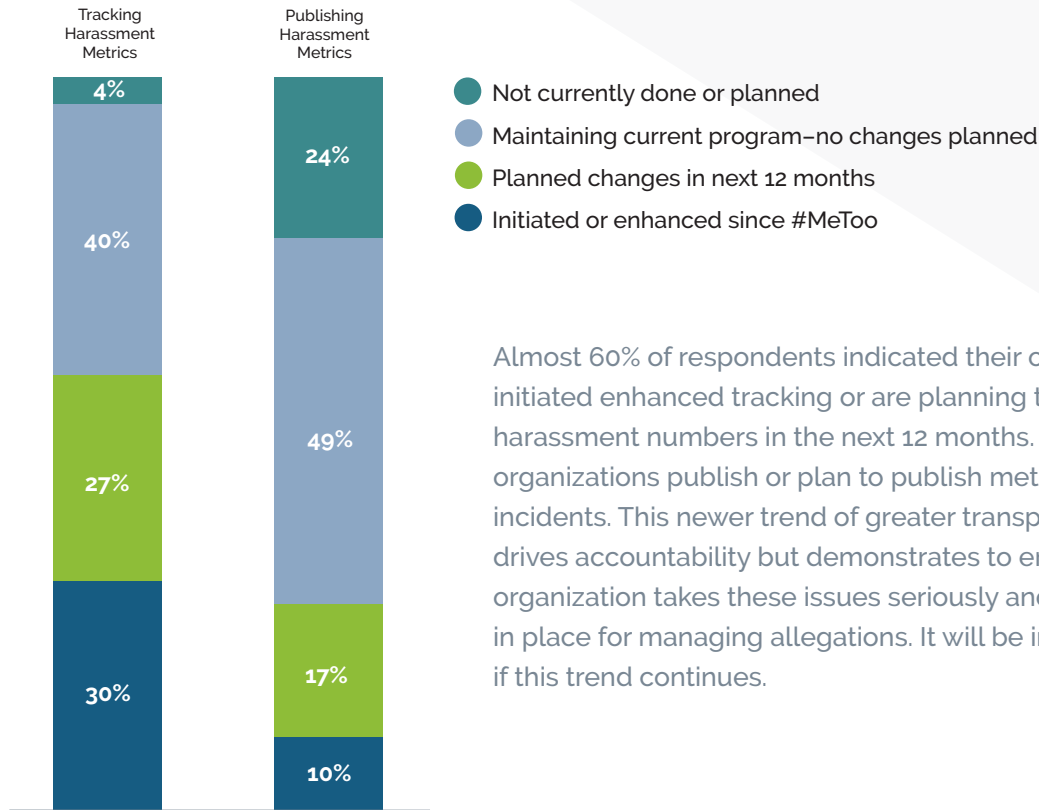


Sexual Harassment Policies

The majority of organizations (63%) reported no changes to their current sexual harassment policies. Given the widely touted statistics of underreporting, this statistic is of concern. Some of these companies may have already have comprehensive policies in place. However in this climate, organizations would be well advised to conduct thorough reviews to ensure harassment policies are up to date and effective.

SPECIFIC ACTIONS TAKEN (continued)

METRICS

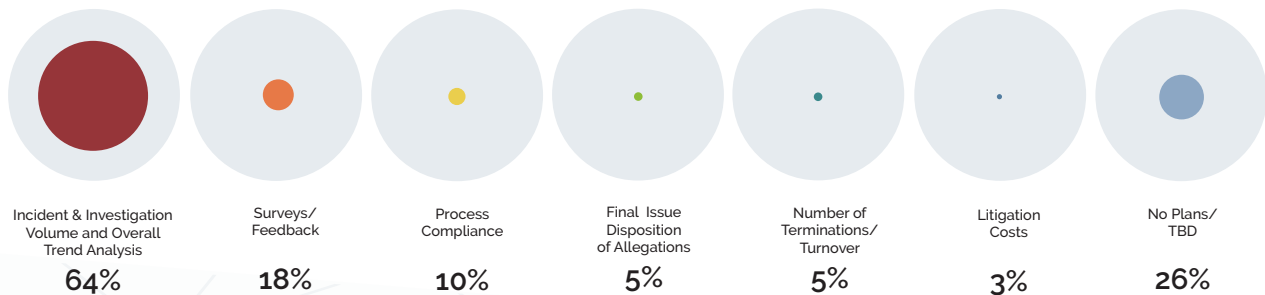


Almost 60% of respondents indicated their organizations have initiated enhanced tracking or are planning to begin tracking harassment numbers in the next 12 months. Over 45% of those organizations publish or plan to publish metrics on harassment incidents. This newer trend of greater transparency not only drives accountability but demonstrates to employees that their organization takes these issues seriously and there is a process in place for managing allegations. It will be interesting to see if this trend continues.

MEASURING IMPACT



How will you measure the impact of your programs or changes?



The majority of organizations will rely on incident volume and trending analytics to determine the impact of #MeToo initiatives. However, a startling 26% of organizations have no plans for measuring the success of their efforts. In today's job market, employees, particularly women, will seek organizations who care about their well-being and are genuinely working to ensure safe productive work environments. Organizations that can demonstrate that they deliver on fairness and accountability are likely to win better talent and have more engaged employees.

Here are some comments about specific actions organizations have taken:

We are doing a series of panels and fireside chats to help people become more comfortable in addressing these issues and be better at identifying them.

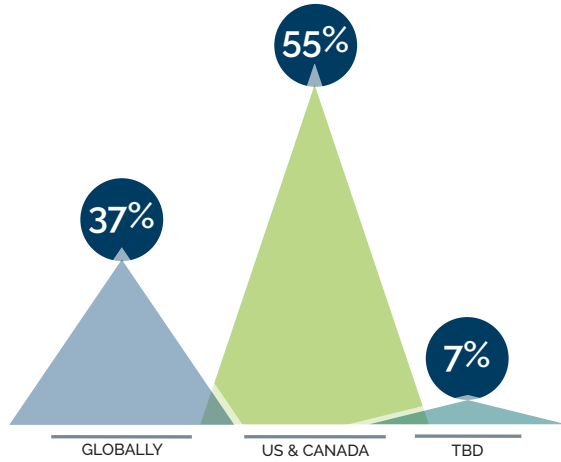
- ▶ Increased discipline for violations; Lower tolerance for unprofessional/inappropriate behaviors.
- ▶ Reporting more detailed sexual harassment data on a quarterly basis to the Executive and Board level.
- ▶ Our in-house employment law team is now involved earlier in the investigation process than pre-#MeToo.
- ▶ Required anti-harassment training for all locations within a 3 month period.
- ▶ Conducted an evaluation of the global consistency of our investigation processes.
- ▶ Senior female leaders blogged about early career sexual harassment experiences.
- ▶ Increased publishing of harassment and discrimination reporting.
- ▶ Updated our Investigation Guidelines and provided required training for all HRBPs on conducting investigations.
- ▶ Increased transparency with complainants on investigation findings and corrective action taken.
- ▶ Increased our process rigor on investigations involving Directors and above.
- ▶ Hired a new VP of Diversity and Inclusion to help drive our holistic strategy.
- ▶ Launched an annual code of conduct affirmation for all employees.
- ▶ Have started to report all issues of harassment to Board.
- ▶ Created a discussion guide for managers to have conversations with their teams around how to create an inclusive environment free from harassment and bullying.
- ▶ Additional focus on reporting and identifying 'hot spots'/trends.
- ▶ Hired ER leaders in major geographies outside of US.
- ▶ Implemented new investigation methodology that jointly involves HR and Legal/Compliance.
- ▶ Developed in-person training program for sexual harassment versus on-line.
- ▶ Created a new investigatory office of professionalism and compliance to respond to and investigate any allegations that arise.
- ▶ Special project group assembled to evaluate harassment policies, training programs and consider improvements for reporting concerns.
- ▶ Creating FAQs to aid in transparency of what to expect in the process.
- ▶ Leader led conversations regarding respect in the work place.

We are proactively assessing our current culture in consideration of the external climate, with the goal of being intentional about ensuring our values and aspirations are present in pursuit of our mission.

REGIONAL ROLLOUTS



Are these programs being rolled out globally or only in U.S.?

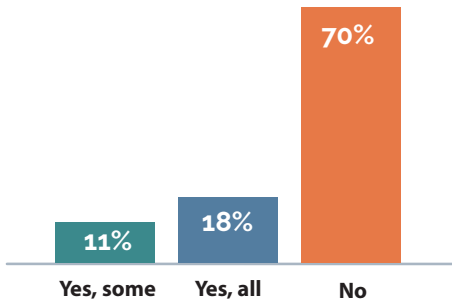


While 37% of organizations have implemented or are planning to implement #MeToo initiatives globally, several respondents commented that these programs often need to be contextualized to meet varying regional regulations. Other respondents noted that while the principles of the #MeToo initiatives apply globally, specific programs will begin in the U.S. with future rollouts to other regions.

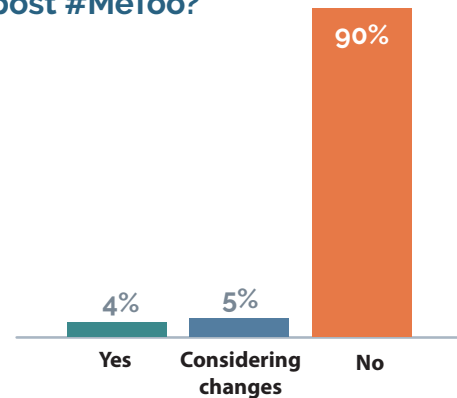
ARBITRATION AGREEMENTS



Does your organization require U.S. employees to sign arbitration agreements as a term of employment?



Have you changed your approach to arbitration agreements post #MeToo?



In May 2018, the U.S. Supreme Court ruled that employers can require mandatory arbitration clauses on employment contracts that prevent employees from filing class-action lawsuits. At this time however, 70% of participating organizations are not using arbitration agreements. Of the small percentage of respondents who use or are making changes to their arbitration agreements, most commented that their agreements now contain clauses excluding sexual harassment.



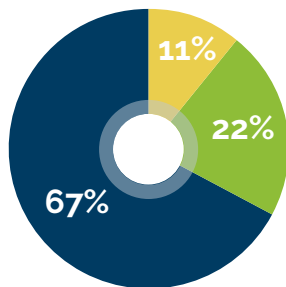
We nearly completed an arbitration agreement rollout in 2017, but reviewed the program following #MeToo and decided to end the use of arbitration agreements.

MORE ABOUT THE HR ACUITY EMPLOYEE RELATIONS BENCHMARK STUDY

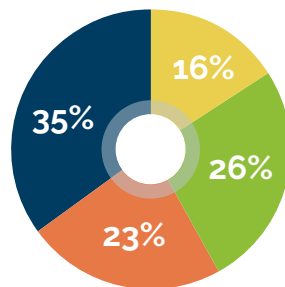
RESPONDENT PROFILE

Total number of participating enterprise organizations: 158

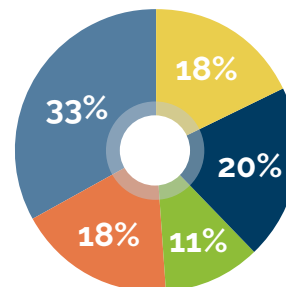
Total number of employees represented globally: approximately 4.4 million



- Fortune 100
- Fortune 500
- Other



- < 3,500
- 3,500-9,999
- 10,000-20,000
- > 20,000



- Financial Services or Insurance
- Healthcare or Hospitals
- Pharmaceuticals or Medical Devices
- Technology
- Other

#MeToo in the Workplace: A Special Report is part of the 2018 HR Acuity Employee Relations Benchmark Study. Conducted annually, the study was established to identify and define best practices regarding employee relations management, as well as to highlight trends across this evolving landscape. Enterprise organizations across a wide array of industries provide data on employee relations practices related to their organizational model, case management processes, employee issue types, volumes, trends and internal data-driven metrics.



The entire Benchmark Study Results will become available over the next few months. To learn more or find out how to participate in next year's study, please contact us at benchmark@hracuity.com.



HRACUITY[®]

You can't prevent every employee relations issue. But you can control how your organization responds. Achieve consistency in the way you track, investigate, and analyze with HR Acuity—the employee relations case management solution. We empower you with structure, content, and tools around documentation, investigations, and analytics in ways that provide accurate, reliable, and uniform experiences for your people. All with software that equips you with built-in expertise to make best practice your process.

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