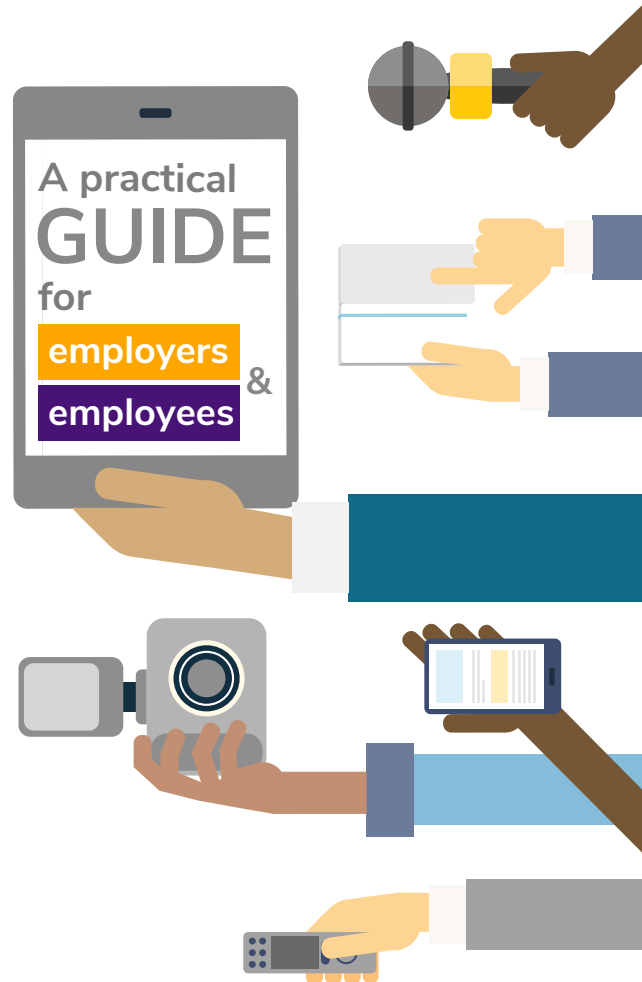




women in news

# SEXUAL HARASSMENT in the media



A practical  
**GUIDE**  
for  
employers &  
employees

# Acknowledgements

This guide is a Women In News publication  
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## women in news

Women in News (WIN), WAN-IFRA's Gender and Media Freedom Strategy, aims to increase women's leadership and voices in the news. It does so by equipping women journalists and editors with the skills, strategies and support networks to take on greater leadership positions within their media.

In parallel, WIN partners with media organisations to identify industry-led solutions to close the gender gap in their newsrooms, boardrooms and in the content they produce.

WIN is currently working with more than 90 media from 15 countries throughout sub-Saharan Africa, MENA and South East Asia including:

**WIN AFRICA:** Botswana, Kenya, Malawi, Rwanda, Somalia, Tanzania, Zambia, and Zimbabwe

**WIN MENA:** Egypt, Jordan, Lebanon and Palestine

**WIN SEA:** Cambodia, Myanmar and Vietnam

WIN is made possible through support from the Swedish International Development Cooperation Agency (Sida) and the Royal Norwegian Ministry of Foreign Affairs.

[WWW.WOMENINNEWS.ORG](http://WWW.WOMENINNEWS.ORG)



WAN-IFRA is the global organisation of the world's newspapers and news publishers, representing more than 18,000 publications, 15,000 online sites and over 3,000 companies in more than 120 countries. WAN-IFRA is unique in its position as a global industry association with a human rights mandate to defend and promote media freedom, and the economic independence of news media as an essential condition of that freedom.

WAN-IFRA applies a dual approach to supporting media freedom. It addresses political and structural constraints to media freedom through advocacy, and applies development to strengthen the capacity and networks of the media and their representative institutions.

This dual approach of applying advocacy and development allows WAN-IFRA to address challenges to media freedom from multiple perspectives, leveraging experiences and synergies between advocacy and development projects, partnerships and the wider expertise of WAN-IFRA's international community to encourage meaningful change within societies.

[WWW.WAN-IFRA.ORG](http://WWW.WAN-IFRA.ORG)

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# Foreword

In 2017, the #MeToo and Time's Up movements placed the problem of sexual harassment firmly in the spotlight. First launched in the United States, they have evolved into global campaigns that cut across borders, industries, race, cultures and gender.

The women and men behind these movements have provided our media industry with an opportunity to address sexual harassment head on.

Change begins with increased awareness, dialogue and, crucially, the creation of policies and procedures that help establish working environments that are free from sexual harassment.

This is a practical guide for both media organisations and media employees to help them to prevent and deal with sexual harassment at work. It is hopefully a first step in the journey towards a media industry that is free from sexual harassment, setting standards of best practice that can be replicated across industries globally; a small contribution to a much larger movement which WAN-IFRA is honoured to be part of.

While this guide addresses multiple issues and perspectives related to sexual harassment, it is not exhaustive. This guide does not focus on the sexual harassment and security threats faced by women journalists out in the field. There are excellent resources that do this already and they are referenced in this guide. It also does not address in any detail the pervasive and evolving problem of online harassment, an issue we hope to develop resources on soon. Finally, this guide does not and cannot reconcile the incalculable professional cost to female media professionals who have missed out on promotions, breaking stories or other opportunities for career progression as a result of having to navigate sexual harassment along their professional paths. This uneven playing field is one that the industry must confront openly and honestly to move forward.

We are indebted to our peers in the industry who have so openly shared their expertise, processes and internal tools to help us develop this practical guide. Together we will identify collective solutions to increase women's leadership and voices in the news.

## Who is this guide for?

This guide is designed for both employers and employees within the media industry.

**As a media employer – senior executive, manager, human resources – this guide will help you to:**

- ▶ Understand your professional and legal obligations to protect your employees against sexual harassment at work
- ▶ Know how to identify sexual harassment in your organisation
- ▶ Be able to identify employees most at risk of being sexually harassed
- ▶ Develop an organisational sexual harassment policy
- ▶ Develop preventative measures to stamp out sexual harassment in your organisation
- ▶ Develop procedures to handle sexual harassment complaints
- ▶ Develop strategies to provide support for employees who have been sexually harassed.

**As a media employee or contract worker, this guide will help you to:**

- ▶ Know what your rights at work are
- ▶ Know when you or someone else is being sexually harassed
- ▶ Know what behaviour is not acceptable
- ▶ Know what steps to take if you are being sexually harassed at work or you think someone else is
- ▶ Know what to do if you are being accused of sexual harassment at work.

# 1.

## Facts about sexual harassment at work

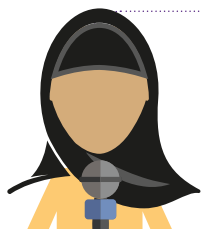
This is a general section for both media employers and employees.

It will help you to understand:

- The global scale of the problem of sexual harassment
- The rights that are violated by sexual harassment
- The law (in most countries) around sexual harassment
- The costs of sexual harassment to everyone, including: The person being harassed, the harasser, the media organisation and society.

## Sexual harassment is a global problem

Sexual harassment in the news media industry is a pervasive and global problem. A 2013-2014 global survey<sup>1</sup> found that :



**48%**

of female journalists had experienced some form of sexual harassment in their job.

**83%**

said that they **did not report** the incidents.

### WIN SURVEY RESULTS

In 2017, Women in News carried out its own survey of 119 women in 9 countries across sub-Saharan Africa and MENA. While the sample size is small, the results give a glimpse of the frightening reality of the problem in these two regions.

#### Verbally harassed

**64%**  
**59%**



#### Physically harassed



**24%**  
**17%**

**29%**

of women who were sexually harassed reported the incident.

#### Sexually assaulted



**10%** **3%**



AFRICA



MENA

<sup>1</sup> Barton, A., and H. Storm, 2014, 'Violence and Harassment Against Women in the Media, A Global Picture', IWFM and INSI

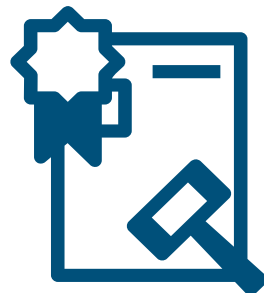
## Sexual harassment is illegal

Everyone has the right to be free from sexual harassment regardless of their gender, sexuality and age.



Sexual harassment is **illegal** in most countries.

In international human rights law, sexual harassment violates the right to gender equality, right to life and right to liberty. Sexual harassment also violates the right to freely practise any profession, including journalism.



In most countries, protections against sexual harassment in the workplace are written into law. It is more than likely that your country has a national legal framework for sexual harassment.

When it comes to media organisations though, many still do not have their own policies and procedures to handle sexual harassment in the workplace.

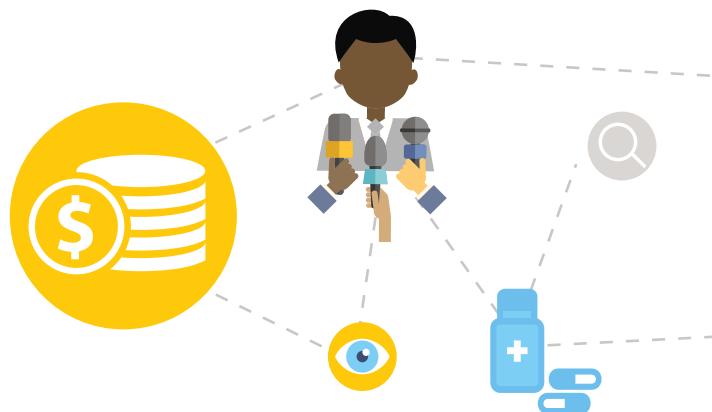
It is important to understand that media organisations - like other organisations - can be held **vicariously liable** for sexual harassment within their organisation. This means that media houses can be held responsible for sexual harassment by one of their employees, because employees are deemed to be working directly on behalf of organisations.

This has huge implications for media organisations and is a large part of why they need to take sexual harassment seriously.

# Sexual harassment has costs

The effects of sexual harassment at work are lasting and detrimental. Thinking about these effects in cost terms helps us to understand that sexual harassment causes very real losses for all involved: the person being sexually harassed, the harasser, the media organisation and broader society.

Here we are talking about costs in more than just money terms.




## COSTS TO THE HARASSED PERSON

### Career and financial issues

- ▶ Loss of motivation to work
- ▶ Poor work performance
- ▶ Loss of income
- ▶ Lost wages/unpaid leave
- ▶ Foregoing career opportunities
- ▶ Resigning from employment
- ▶ Being fired from employment
- ▶ Legal costs.

### Emotional and mental health issues

- ▶ Humiliation, reduced motivation, loss of self esteem
- ▶ Stress and anxiety (sometimes acute)
- ▶ Depression
- ▶ Post-traumatic stress disorder (ptsd)
- ▶ Suicide.

### Behavioural change

- ▶ Withdrawal and isolation
- ▶ Deterioration of relationships
- ▶ Drug/alcohol abuse.

### Physical health issues

- ▶ Loss of appetite, headaches, weight fluctuations
- ▶ Sleep disturbances
- ▶ Hormonal imbalance
- ▶ Increased risk of high blood pressure
- ▶ Weakened immune system
- ▶ Heart issues (long-term).



## COSTS TO THE HARASSER

### Career and financial issues

- ▶ Marked employment record
- ▶ Demotion
- ▶ Suspension
- ▶ Dismissal
- ▶ Unemployment (bad references)
- ▶ Loss of income
- ▶ Compensation costs
- ▶ Legal costs.

### Legal & criminal issues

- ▶ Legal and criminal charges
- ▶ Legal proceedings
- ▶ Prison.

### Emotional and mental health issues

- ▶ Guilt, shame, embarrassment
- ▶ Stress and anxiety (sometimes acute)
- ▶ Depression
- ▶ Suicide.

### Social issues

- ▶ Ostracised by family and community
- ▶ Deterioration of relationships and social connections.






## COSTS TO THE MEDIA HOUSE

### Decreased productivity and quality of content due to

- ▶ Impaired performance at work
- ▶ Compromised teamwork and trust
- ▶ Low staff morale/motivation
- ▶ Absenteeism
- ▶ Reduced managerial capacity as time is spent addressing the incident
- ▶ Fewer high-quality job applicants
- ▶ High employee turnover
- ▶ Training of new staff.

### Reputational damage

- ▶ Media scandal
- ▶ Loss of readers/subscribers
- ▶ Loss of potential high-quality job applicants
- ▶ Moral reputation undermined.

### Financial costs

- ▶ Reduction in revenues due to decreased productivity/quality
- ▶ Legal costs
- ▶ Costs of replacing staff.



## COSTS TO SOCIETY

- ▶ Long-term rehabilitation costs for the reintegration of people who have experienced sexual harassment
- ▶ Unemployment welfare benefits
- ▶ Skills retraining costs
- ▶ Benefits for those with impaired working capacities
- ▶ Legal and criminal justice expenses
- ▶ Women discouraged from accessing high-status and well paid jobs
- ▶ Perpetuation of societal gender inequalities.



# 2.

## What is sexual harassment at work?

This is an important section for everyone - media employers and employees alike.

It will help you to know:

- What the term 'sexual harassment' means
- What types of behaviour count as sexual harassment, with examples
- What constitutes the 'workplace'
- Who sexual harassment tends to happen to and why, so that you can identify who is most at risk.

## The definition of 'sexual harassment'



Sexual harassment is unwanted and offensive behaviour of a sexual nature that violates a person's dignity and makes them feel degraded, humiliated, intimidated or threatened.

It is the person on the receiving end of the behaviour who decides whether or not it is unwanted or offensive, regardless of what the other person's intention is.



Unwanted does not necessarily mean involuntary. Someone being sexually harassed might agree to a certain conduct and might even actively participate in it even though they find it offensive, especially if they have been threatened or intimidated.

## What counts as the 'workplace'?

This guide is specifically about sexual harassment at **work** or in the '**workplace**'. The 'workplace' is any space where an employee carries out their work.

In the media context, the 'workplace' includes:

- On-site spaces: in the office, newsroom or on set
- Off-site spaces: in the field doing research and interviews
- Online spaces: any digital platform used by employees to communicate with others in relation to their work
- Work-related events: conferences, business trips, training sessions
- Social events organised by your organisation.



Sexual harassment tends to happen more frequently when alcohol or other intoxicating substances are present.

## Who is most at risk and why?

Sexual harassment at work can happen to both women and men, although it happens most frequently to women. It can happen to people of the opposite sex or the same sex as the harasser. It can be committed by superiors, co-workers and peers, or by non-employees such as guests and interviewees.



Sexual harassment is not about sex; it is about power.

Understanding the abuse of power is crucial to understanding who sexual harassment happens to and why. It tends to have nothing to do with sincere sexual or social interest. Instead, it happens where there are unequal relationships, for example between a superior and their subordinate, or between an older employee and a younger employee.

## What behaviour counts as sexual harassment?

Sexual harassment takes many forms. It can happen once or it can be repeated. It can also be overt, making it easier to recognise, or subtle, making it harder to recognise.

**Sexual harassment can be:**

- Physical** When someone uses physical pressure or force to have sexual contact with another person against their will.
- Verbal** Someone gives another person unwanted sexual attention through verbal or written comments or conversation.
- Non-verbal** Someone gives another person unwanted sexual attention through noises or actions at a distance.

**Some forms of sexual harassment are deemed more severe than others. Physical sexual harassment tends to be seen as more severe than verbal and non-verbal harassment.**

### RAPE



Rape, or sexual assault, is the most extreme form of sexual harassment and is a criminal offence in most countries. Rape involves penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim/survivor.

## Behaviours that count as sexual harassment



### PHYSICAL

- Actual or attempted sexual assault – a physical attack of a sexual nature, which includes sexual touching or rape (a criminal offence)
- Kissing someone without permission
- Unwanted touching, groping or fondling of someone's private parts
- Unwanted touching or stroking of someone's body
- Unwanted neck massage
- Unwanted holding of someone's hand
- Unwanted requests for sexual favours.



### VERBAL

- Unwanted texts, emails, letters, social media messages and posts, telephone calls or materials of a sexual nature
- Sexually suggestive remarks
- Repeated and unwanted social invitations for dates or physical intimacy
- Making personal and intrusive comments about someone's dress and physical appearance
- Making kissing sounds, howling and smacking of lips
- Catcalling (sexually suggestive whistling)
- Unwanted personal questions about social or sexual life/history
- Unwanted questions about sexual fantasies
- Unsolicited jokes that are sexual in nature
- Unsolicited sexual innuendos or stories
- Circulating innuendos or 'dirty' jokes via email or social media.

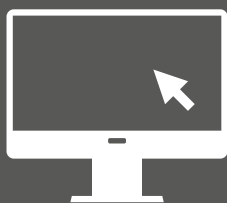


### NON-VERBAL

- Repeated invasion of personal space
- Looking someone up and down (elevator eyes)
- Staring or 'leering'
- Sexual gestures with body
- Facial expressions such as winking, licking lips, throwing kisses
- Stalking someone or following them around
- Blocking someone's path
- Unwanted personal gifts
- Displaying sexually explicit posters, calendars or objects
- Publicly watching pornography.

**This is not a comprehensive list of examples. Remember that ANY sexual behaviour that is unwelcome and that the recipient finds offensive can count as sexual harassment.**

### ONLINE SEXUAL HARASSMENT



Is sexual harassment that happens on any digital platform, public or private. It involves the use of messages, posts, images, videos, pages. Many of the behaviours exhibited in online sexual harassment overlap with offline behaviours.

However, the online element adds a host of different and complex challenges around how to define, prevent and handle sexual harassment at work. Currently there is not a systemic response to online sexual harassment that media organisations and professionals can draw on. This is something Women in News will be working on in the future.

**TrollBusters - Online pest control for journalists, and Countering Online Abuse for Female Journalists (OSCE) are two useful resources for journalists about online sexual harassment.**

### ROMANTIC PROPOSITIONS VS SEXUAL HARASSMENT



Romantic and sexual propositions come in many varieties. As a general rule, if you are romantically interested in someone, treat them with **respect and dignity** in both your words and actions.

If your intentions are romantic but your behaviour makes them feel degraded, humiliated or violated then this counts as sexual harassment.

Links to can be found in **Section 6.**

6 ←

## Categories of sexual harassment at work

You will sometimes see the terms 'hostile work environment' or 'quid pro quo' being used to define types sexual harassment in the workplace. These are categories based on the effects or intended effects of sexual harassment.

### A HOSTILE WORK ENVIRONMENT

Is when someone's speech or behaviour is so extreme that the person being harassed feels that their work environment is hostile, unpleasant, intimidating, threatening or unsafe.



This type of sexual harassment tends to happen as verbal and non-verbal sexual harassment, and sometimes even less severe forms of physical harassment.

It doesn't have to be directed at an individual. It may be offensive to someone who is witness to the behaviour, so creating an oppressive atmosphere for one or more people, such as:

- Watching pornography at your desk
- Putting up offensive posters or calendars
- Workplace 'banter' (light conversation) and jokes of a sexist or sexual nature.

Sexual harassment that is **'QUID PRO QUO'** is either when:

- A person is forced to submit to sexual harassment in return for employment benefits such as promotion, a pay raise, a big assignment, keeping their job; or



- A person's employment is affected when they reject or stand up to sexual harassment, such as being fired, demoted, or losing assignments.

Quid pro quo harassment is often prohibited in a country's criminal and civil laws.

## Example scenarios of sexual harassment in media organisations



A person putting up sexually explicit posters around the office



A person taking advantage of being alone with a colleague and trying to kiss them



A group of employees asking another employee about their sexual history



A programme guest asking a junior producer in the green room



A supervisor or manager denying a reporter a by-line or an opportunity to do an assignment unless they have sex with them



A supervisor implying that an employee must sleep with her or him to get a job or to be promoted.

# 3.

## EMPLOYER GUIDE

This section is for employers and people running media organisations, including senior executives, managers, and human resources departments.

It will help you to know:

- Your professional and legal obligations to protect your employees against sexual harassment at work
- How to prevent sexual harassment in your organisation
- How to handle sexual harassment complaints
- What support to provide your employees in sexual harassment cases.



The guidance in this section comes with some helpful tools and resources which you will find in **Section 5**.



## I run a media organisation; what are my responsibilities?

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### LEGAL RESPONSIBILITIES

As an employer, you have a duty to make sure that you provide your employees with a working environment free from sexual harassment. This is your **LEGAL** obligation.



Sexual harassment violates peoples' rights to gender equality, to life and to liberty. It also violates the right to freely practise any profession including journalism.

In most countries, there are laws protecting people from sexual harassment at work. Your own policies and processes for dealing with sexual harassment need to be based around these existing national laws. Ensure that anyone running your organisation knows what these national laws are and how they impact on your organisation.

You must also be aware that your media organisation - like other organisations – can be held **vicariously liable** for sexual harassment. This means that as an employer, you can be taken to court and held liable for the acts or omissions of your employees. **Sexual harassment that happens within your organisation is your responsibility.**

### PRACTICAL RESPONSIBILITIES

It is your responsibility to do everything you can to ensure that sexual harassment does not happen in your media organisation.

You will need to:

- ▶ Put **prevention measures** in place so that sexual harassment does not happen in the first place
- ▶ Establish proper **processes to handle sexual harassment cases** within your organisation, professionally and in accordance with the law.

This handbook seeks to provide you with some of these important guidelines and tools. However, it is also imperative that you understand your organisation's responsibilities and rights under national laws.

## How to prevent sexual harassment

---

- 1** Commit to being a **zero-tolerance** organisation
- 2** Understand the scale of the **problem you face**
- 3** Establish a **practical sexual harassment policy**
- 4** **Educate managers** about sexual harassment
- 5** **Make employees aware** of your sexual harassment policy
- 6** Ensure your employees are **safe in the field**
- 7** Remove anything that creates a **hostile work environment**
- 8** Consider policies that promote **gender balance.**

## 1 COMMIT TO BEING A ZERO-TOLERANCE ORGANISATION

This sounds simple enough, but committing to zero-tolerance towards sexual harassment is the first, and perhaps the biggest, step an organisation can take. Committing to zero-tolerance requires organisations to acknowledge that sexual harassment happens. It also requires buy-in from boards and senior management. Without this commitment, the rest is superficial – the people running an organisation need to take the challenge of sexual harassment seriously.

## 2 UNDERSTAND THE SCALE OF THE PROBLEM THAT YOU FACE

Recognise that you are probably unaware of the scale of the problem of sexual harassment in your organisation. Going by the number of sexual harassment complaints is often misleading. The majority of cases tend not to be reported, for a variety of reasons including:

- Shame/embarrassment
- Fear of not being believed
- Fear of being seen as a troublemaker
- Fear of being laughed at or victimised as a result of reporting the harassment
- Fear of losing jobs and income.

Understanding the scale of the problem is an important first step. The results can help to establish top level buy-in, and also to convince employees that they need to change their behaviour.

To better understand the scale of the problem in your organisation, you could run an **anonymous survey** of your employees, past and present.

In **Section 5** of this guide you will find a sample sexual harassment survey. You can use this as a template.

5

## 3 ESTABLISH A PRACTICAL SEXUAL HARASSMENT POLICY

Preventing sexual harassment begins with a formal policy. A sexual harassment policy is a set of practical and detailed definitions, processes and steps to help media organisations prevent and handle cases of sexual harassment. There are other benefits of a good sexual harassment policy. Spelling out what sexual harassment includes, as well its consequences, can be an effective deterrent. Providing protections and procedures can also help employees to come forward and report cases of sexual harassment.

You will find a sample best practice sexual harassment at work policy in **Section 5** of this guide, which you can use as a starting point. This is a stand-alone policy rather than a clause in another policy, such as a disciplinary and grievance policy.

5

Your sexual harassment policy should be a **written document** and should be presented in plain and **user-friendly language**. It is a good idea to get a **lawyer** to review your organisation's sexual harassment policy to make sure that it is legally sound and appropriate in your national context.

A **stand-alone policy** is preferable for the simple reason that you can define terms, behaviours and procedures in detail so that you have a helpful and practical document.

It also sends a clear message about your commitment to tackling the issue.

**It should include clauses or paragraphs on the following:**

- Your commitment to zero-tolerance towards sexual harassment
- Legal basis for the sexual harassment policy
- Parties governed by the policy
- Implementation plan
- Legal definitions of 'sexual harassment', 'workplace' and any related terms
- Examples of behaviour that count as sexual harassment
- Employee rights (including the accused's right to reply)
- Manager responsibilities
- Confidentiality
- Person or body responsible for dealing with sexual harassment cases
- Complaints procedure
  - Informal
  - Formal
- Outcomes and disciplinary measures
- Retaliation/victimisation
- Appeals
- False claims
- Support.



### Some survey tips

- ▶ Use an online survey manager, such as SurveyMonkey, which can help you to analyse data.
- ▶ Remember to make it anonymous to encourage responses. Do not ask for names or any information that could give a person's identity away, such as job title.
- ▶ Do not just target women; send it out to everyone.
- ▶ Always define the terms you are using so that there is no confusion about what constitutes 'sexual harassment' or 'workplace'. This is especially important if you have not done any sensitisation training yet.
- ▶ Publish the results of the survey within your organisation.
- ▶ repeat the survey every one to two years to monitor progress.



## 4 EDUCATE MANAGERS ABOUT SEXUAL HARASSMENT

Managers play a big role in influencing workplace culture. As representatives of your organisation, they are also responsible for protecting employees. Educating and sensitising managers and senior staff about sexual harassment at work is a crucial step to tackling the problem. While guides like this are helpful resources, education should also happen through workshops and training.

**Managers and senior staff should be trained on the following:**

- What sexual harassment at work is and how to identify it
- Who is most at risk and the power dynamics behind sexual harassment
- Reasons why sexual harassment often goes unreported
- Relevant national, regional, international and industry laws and standards on sexual harassment and discrimination
- Your organisation's specific legal responsibilities and employees' rights
- Their duties as managers and representatives of your organisation
- Details of your organisation's zero-tolerance policy
- How to handle a sexual harassment complaint
- How to create a non-hostile environment and what to look out for
- Setting an example: how managers should behave (and what behaviour to avoid).

## 5 MAKE EMPLOYEES AWARE OF YOUR SEXUAL HARASSMENT POLICY

To prevent sexual harassment in your organisation, your employees also need to be made aware of it.

**Employees need to need to know:**

- What sexual harassment at work is
- Their rights as employees
- That your organisation has a zero-tolerance policy and what this means
- How to make a complaint if they or someone else is being harassed
- What policies and processes are in place for handling cases of sexual harassment
- What the potential outcomes for both parties are.

This will help your employees to understand where the line is on appropriate and inappropriate behaviour, which will hopefully deter sexually harassing behaviour. Knowing that there are clear steps and protections in place should mean that employees who have been harassed feel able to come forward to report it.

**You can raise awareness by:**

- Providing all current and new employees with copies of the sexual harassment policy via email and hard copy format
- Training all current and new employees on your organisation's sexual harassment policy

- Sensitisation training for employees about what sexual harassment in the workplace is
- Displaying visual materials and aids in the newsroom, offices and communal spaces
- Including a sexual harassment clause in employment and consultant contracts
- Open dialogue and communication about sexual harassment in staff meetings.

## 6 ENSURE YOUR EMPLOYEES ARE SAFE IN THE FIELD

You have a duty to protect your employees from sexual harassment in any work context, including in the field. This is a challenge that is particular to media, given the amount of time journalists may spend offsite researching a story or covering the news. While more needs to be developed in this area, there are a number of existing resources to help you protect your employees from sexual harassment in the field which you can draw on, including:

Reporters Without Borders/UNESCO,  
*Safety Guide for Journalists - Chapter 3,  
Section 7*

DART Center for Journalism and Trauma,  
*Let's Talk: Personal Boundaries, Safety &  
Women in Journalism.*

Links are in **Section 6.**

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## 7 REMOVE ANYTHING THAT CREATES A HOSTILE WORK ENVIRONMENT

Media organisations are places where men and women share a working space. Anything that creates a difficult or hostile work environment needs to be removed. You should:

- Remove anything that is sexually explicit or could be considered sexually offensive – for example posters, calendars, desk ornaments
- Never ignore or take lightly an employee who has been sexually harassed
- Never laugh at, encourage or participate in inappropriate jokes.

## 8 CONSIDER POLICIES THAT PROMOTE GENDER BALANCE

Sexual harassment is more likely to be a culture in male-dominated workforces. A gender-balanced workforce is an important step in stamping out sexual harassment. Consider policies to increase the number of women working within your organisation, including:

- Hiring and recruitment policies
- Quotas for the number of men and women
- Training and career management for existing female talent within your organisation
- Family friendly employment policies, such as parental leave, work-from-home options, flexible hours, additional unpaid holiday, childcare policies and provisions.

## How do I handle sexual harassment complaints?



Your organisation needs clear principles and procedures for handling sexual harassment cases.

Here are some key points to consider:

1

### TREAT ALL COMPLAINTS SERIOUSLY

Sexual harassment complaints should be taken seriously and dealt with promptly and as quickly as possible.

2

### HAVE BOTH INFORMAL AND FORMAL COMPLAINTS PROCEDURES

Employees should have the option of making an informal or formal complaint. The steps and the outcomes for each are quite different, so you will need a different procedure for each. You will find detailed examples below.

3

### ENABLE ANONYMOUS DISCLOSURES

As a media organisation, you are likely to have a mechanism for anonymous whistleblowing. You may wish to use this mechanism to allow employees to anonymously disclose sexual harassment. However, to conduct a proper investigation you will need to know the identities of all parties.

4

### APPOINT A DESIGNATED PERSON

You will need a designated person or team to deal with and investigate cases of sexual harassment. Ideally this should be a person in human resources, who

5

### BRING IN ASSISTANCE OR EXPERTISE

In some situations, it may be necessary to bring in external assistance or expertise to ensure a fair, impartial and objective investigation.

6

### REPORT SEXUAL ASSAULT TO THE POLICE

If the case involves sexual assault (including rape), this will need to be reported to the police. The assault survivor may also require immediate medical attention. Your organisation should cooperate fully with any police investigation. You will need to assess whether your organisation needs to seek legal advice or support.

7

### CONSIDER THE OPTION OF SUSPENSION

In more serious cases of sexual harassment, including sexual assault, it may be necessary to suspend employees on full pay while you (or the police) complete an investigation. This is a practical measure and not a disciplinary one.

8

### EXPLAIN YOUR PROCEDURE IN YOUR POLICY

Your sexual harassment policy should clearly lay out how sexual harassment complaints are handled within your organisation. This is important for employees as well as managers so that there is no confusion about what is involved. A step-by-step approach is best.

## CONFIDENTIALITY



Confidentiality in sexual harassment cases is an ethical principle as well as a legal obligation in most countries and a professional code of ethics.

Confidentiality means protecting the people involved in sexual harassment cases and the information that they share, so that only authorised persons can access details. The person being harassed, the accused,

witnesses and third parties are all protected by confidentiality.

Confidentiality is also key to sexual harassment being reported as it builds trust.

To help maintain confidentiality, you will need to make sure that your organisation's information systems are secure and that you comply with the data protection laws in your country.

An **informal complaint** tends to be made in less severe cases of sexual harassment, or when the harasser is likely to stop their behaviour if confronted. It often involves a facilitated dialogue between the person being sexually harassed and the harasser. The aim is to stop the unwanted and offensive behaviour.

An informal complaint does not usually involve a proper investigation. In less severe cases, an informal complaints process can resolve problems with minimum stress to the individuals involved and can restore a sexual harassment-free working environment. As long as the behaviour stops, the informal complaint will not go on the harasser's employment record.

An informal complaint does not involve any disciplinary measures.

## Step 1

### INFORMAL SEXUAL HARASSMENT COMPLAINT MADE

- A verbal or written informal complaint is made about sexual harassment.
- The complaint is made to a 'person with responsibility' including:
  - Immediate manager
  - Another manager in your organisation
  - Human resources
  - Health and safety officer
  - Trade union representative
  - Occupational health services.
- Whoever receives the complaint should inform the designated person (DP) for sexual harassment cases.

## Step 2

### INFORMAL COMPLAINT RECEIVED

- The designated person (DP) should contact or call a meeting with the person making the complaint and:
  - If the complaint was verbal, the dp should make a written note of the complaint and share a copy with them
  - Inform them of their rights, the process going forward and answer questions
  - Explain about confidentiality and what it means for them and the person they are accusing
  - Discuss the various methods to reach to a resolution as part of the informal process
  - Explain the potential resolutions in an informal process
  - Explain what support is available to them and ascertain what support they might want or need
  - Explain that if they are not satisfied with the outcome of the informal complaint then they can make a formal complaint
  - Put the above in writing.
- The DP should contact or call a meeting with the person accused of sexual harassment and:
  - Inform them of the case against them
  - Inform them of their rights (including their right to respond) and the process going forward and answer questions
  - Explain about confidentiality and what it means for them and the person who is accusing them
  - Discuss the various methods for coming to a resolution as part of the informal process
  - Explain the potential resolutions in an informal process
  - Explain the policy on retaliation or victimisation of anyone making a complaint about sexual harassment
  - Put the above in writing.
- A small number of senior management should be informed about the case (it is best if they are specified).

## Step 3

### RESOLUTION

- The person accused of sexual harassment should be given time (suggest 1 week) to respond in writing with their version of events.
- A method for coming to a resolution should be agreed upon with both parties. The method could include: facilitation, conciliation, mediation, arbitration.
- A resolution should be agreed on. Resolutions will depend on the case but could include:
  - The promise to end sexually harassing behaviour
  - A formal apology from the harasser
  - Transfers between teams
  - Training and sensitisation for the harasser.
- The confidentiality of all parties should be safeguarded at all times.
- An informal complaint does NOT involve any disciplinary measures.

## Step 4

### FOLLOW-UP & SUPPORT

- The DP should systematically follow up with both parties to ensure that the sexual harassment has stopped and that both parties are not being adversely affected in the aftermath.
- The DP should also conduct follow-up meetings with line managers of the parties involved in the complaint.
- The DP should continue to assess the need for support.
- If the person being harassed is not satisfied with the outcome of the informal complaints procedure, they can make a formal complaint.

A **formal complaint** is made either when an informal complaint has failed to stop sexual harassment, or when the person being harassed wants serious steps to be taken against their harasser. All evidence is kept on record confidentially and the case will appear on the harasser's employment records if the claim is true. A formal complaint tends to involve a proper internal investigation by more than one person. A formal complaint can lead to serious consequences for the person accused of sexual harassment depending on the severity of the harassment.

## Step 1

### FORMAL SEXUAL HARASSMENT COMPLAINT MADE

- A verbal or written formal complaint is made about sexual harassment.
- The complaint is made to a 'person with responsibility' including:
  - Immediate manager
  - Another manager in your organisation
  - Human resources
  - Health and safety officer
  - Trade union representative
  - Occupational health services.
- Whoever receives the complaint should inform the designated person (DP) for sexual harassment cases.

These complaints procedures are adapted from Norwegian media company VG's sexual harassment procedures.

## Step 2

### FORMAL COMPLAINT RECEIVED

- If the complaint made is about sexual assault, then the designated person (DP) should report the case directly to the police and your organisation will need to cooperate with the police in their investigation.
- The DP should contact or call a meeting with the person making the complaint and:
  - If the complaint was verbal, the dp should make a written note of the complaint and share a copy with them
  - Inform them of their rights, the process going forward and answer questions
  - Explain about confidentiality and what it means for them and the person they are accusing
  - Explain what the potential professional and legal consequences will be for the person they are accusing if a case is found
  - Explain what support is available to them and ascertain what support they might want or need
  - Put the above in writing.
- The DP should contact or call a meeting with the person accused of sexual harassment and:
  - Inform them of the case against them
  - Inform them of their rights (including their right to respond) and the process going forward and answer questions
  - Explain about confidentiality and what it means for them and the person who is accusing them
  - Explain what the potential professional and legal consequences will be for them if a case is found
  - Explain the policy on retaliation or victimisation of anyone making a complaint about sexual harassment
  - Put the above in writing.

- A sexual harassment case file should be opened.
- A small number of senior management should be informed about the case (it is best if they are specified).

## Step 3

### INVESTIGATION

- Interviews should be conducted with:
  - The person being sexually harassed
  - The person being accused of sexual harassment (satisfying their right to reply)
  - Any witnesses or third parties.
- Two people, including the DP, should represent your organisation in any meeting or interview. Neither should be a direct manager of either party.
- Formal written statements should be taken from:
  - The person being sexually harassed
  - The person being accused of sexual harassment (satisfying their right to reply)
  - Any witnesses or third parties.
- The facts of the case need to be collected and compiled, including diaries and evidence collated by the person being sexually harassed and any counter-evidence from the person being accused.
- A confidential record needs to be kept of all information relating to the case, including all discussions and communication with all parties. All records should have dates and times.
- The confidentiality of all parties should be safeguarded at all times.

## Step 4

### DECISION

- Your organisation should decide whether or not sexual harassment has happened based on the facts and evidence compiled.
- Your organisation should decide on what disciplinary measures are to be taken, if any.
- A legal basis for the decision should be specified.
- Your legal team should assess the need for legal support, especially in cases where the police are involved or where the person who has been sexually harassed wants to take the case to court.

## Step 5

### FEEDBACK & SUPPORT

- Feedback should be given to the parties involved in the case while ensuring that confidentiality is safeguarded.
- Both parties should be given the opportunity to appeal within a time period (suggest 1 week).
- If no case is found, all documents relating to the case should be destroyed. However, an internal record that an investigation was carried out should be kept.
- If a case is found, the designated person (DP) should produce a report detailing the investigations, findings, outcomes, and disciplinary measures taken.
- The DP should detail an appropriate plan for follow-up and support, regardless of whether a case was found or not.

## Step 6

### FOLLOW-UP & SUPPORT

- The DP should systematically follow up with both parties to ensure that the sexual harassment has stopped and that both parties are not being adversely affected in the aftermath.
- The DP should also conduct follow-up meetings with line managers of the parties involved.
- The DP should continue to assess the need for support.

## OUTCOMES AND DISCIPLINARY MEASURES

There are at least three potential outcomes of any formal investigation into sexual harassment:

1. No case of sexual harassment found
2. A clear case of sexual harassment found
3. A clear case of serious or repeated sexual harassment found.

The disciplinary measures and procedures that you apply in sexual harassment cases should align with your organisation's existing grievance and disciplinary policy. Disciplinary measures should apply to anyone guilty of sexual harassment at work, regardless of their position or authority. Any disciplinary measures should appear in the accused's employment records.

Disciplinary measures should also be based on the gravity and extent of the harassment. However, you will need to ensure that these measures are applied **consistently** across all cases. Possible measures include:

- Verbal or written warning
- Adverse performance evaluation
- Transfer
- Demotion
- Suspension
- Dismissal.

Serious cases should result in immediate dismissal of the accused.

## RETALIATION AND PREVENTION OF VICTIMISATION

You have a duty to protect your employees from being victimised for reporting sexual harassment. Retaliation or victimisation is a serious offence that your organisation could end up being liable for. It needs to be dealt with seriously with strong disciplinary action, up to and including dismissal. If retaliation takes place, this will deter any of your other employees from reporting cases of sexual harassment.

## FALSE CLAIMS

A false claim is when an employee reports an incident of sexual harassment in the knowledge that the allegations are untrue.

Unfortunately false claims do sometimes happen.

A proper investigation into claims should establish whether a claim is false or not. **Remember though, a lack of evidence does NOT mean that a claim is false.**


Taking a hard line on false claims will help to prevent them from happening. Ensure that your employees understand that making a false claim is a serious offence and that they will face disciplinary action, up to and including dismissal.

## What support should I give employees?

Sexual harassment is not just a legal or procedural issue. The emotional, physical and professional effects on the person being harassed can be detrimental and long-term. In most cases, they are likely to need some form of support.


However, only they will know what support they need and how long for.

You will need to:

- 
- **Sensitively, find out what support they would like**
  - **Provide them with this support**
  - **Guide them on where to find support that you cannot provide**
  - **Provide a directory of sexual harassment support services**
  - **Follow-up with them (in private) and review their need for support on a regular basis.**

The support you can offer an employee who has been sexually harassed will depend on your organisation's resources, although not all support is costly.

Professional support includes:

- 
- Paid/unpaid leave
  - Part-time shorter work hours
  - Shared work load
  - Working from home
  - Mentoring
  - Back to work strategy/support
  - Systematic follow-up.

You can also create a directory of the sexual harassment support services they can access in your country. This directory should be a public resource for all employees. It should include:

- 
- Police
  - Legal services
  - Trade unions
  - Healthcare providers (in cases of rape and physical harassment)
  - Psychological and counselling services
  - Support networks and groups
  - Advice hotlines
  - Religious support.

If resources allow, more comprehensive support packages could include:

- 
- Counselling
  - Health care
  - Legal representation or advice.

There may be cases where an employee has had a false sexual harassment claim made against them. They may also be affected emotionally, physically and professionally, particularly if they have had to undergo a formal investigation.

The support they will need could be similar to the above, but it could also involve publicly clearing their name.

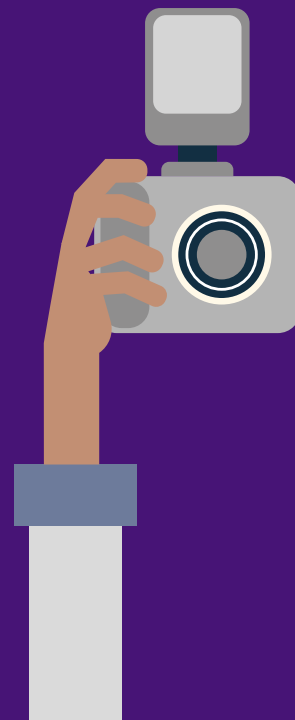
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## EMPLOYEE GUIDE

This section of the guide is for all employees of media organisations, regardless of whether you are employed or freelance, editorial or non-editorial, junior or senior.

By now you should already know what sexual harassment is. This section will help you to know:

- Your rights around sexual harassment
- What steps to take if you are being sexually harassed at work
- What steps to take if you are aware that someone is being sexually harassed at work
- What steps to take if you have been accused of sexual harassment at work.



# What are my rights around sexual harassment at work?

Sexual harassment at work is serious and it should not be taken lightly by either you or your employer.

You have the right to work in an environment that is free from sexual harassment, regardless of your gender, sexuality and age. In most countries this is a **LEGAL RIGHT**.



## OTHER RIGHTS

If you **report sexual harassment**, you have:

- ▶ The right to confidentiality
- ▶ The right not to be victimised for reporting sexual harassment at work
- ▶ The right to appeal any decision
- ▶ The right to be represented in any investigation or court case.

If you are **accused of sexual harassment**, you have:

- ▶ The right to confidentiality
- ▶ The right to know the case against you
- ▶ The right to reply to the accusations made against you
- ▶ The right to due consideration of your version of events
- ▶ The right to appeal any decision
- ▶ The right to be represented in any investigation or court case
- ▶ The right to a clear employment record if no case is found against you.

## VICTIMISATION OR RETALIATION

Victimisation for reporting sexual harassment at work is a serious and punishable offence and it is your employer's responsibility to protect you from this happening.



## CONFIDENTIALITY



Confidentiality in sexual harassment cases is an ethical principle as well as a legal obligation in most countries and a professional code of ethics.

Confidentiality means protecting the people involved in sexual harassment cases and the information that they share, so that only authorised persons can access details. The person being harassed, the accused, witnesses and third parties are all protected by confidentiality.

Confidentiality helps build trust so that you are more at ease reporting sexual harassment.

Confidentiality relies on secure information systems and your employer complying with the data protection laws in your country.



## YOUR EMPLOYER'S RESPONSIBILITIES

Your employer has a legal obligation to provide you with a safe work environment, including in the field.

In fact, if sexual harassment happens at work, then your employer can be held liable for this.

All media organisations should:

- Be zero-tolerant towards all forms of violence and discrimination including sexual harassment
- Have a clear sexual harassment policy with:
  - Codes of conduct to prevent sexual harassment from happening in the first place
  - Procedures to handle sexual harassment systematically within the organisation
- Make all employees aware of policies and processes at the start of their employment or when these policies are updated.



While all media organisations should have a clear and functioning sexual harassment policy, however, not all of them do. If your employer does not have a stand alone sexual harassment policy, check whether sexual harassment is dealt with in any other policy documents. If it is not dealt with at all, then in most countries you will be protected from sexual harassment in the workplace by law and you should look into these.

## YOUR SAFETY IN THE FIELD

Your employer has a duty to protect you in any work context, including in the field.



There are also some useful resources out there for journalists on safety and sexual harassment in the field, including:

Reporters Without Borders/ UNESCO, *Safety Guide for Journalists - Chapter 3, Section 7*

DART Center for Journalism and Trauma, *Let's Talk: Personal Boundaries, Safety & Women in Journalism*

You will find links to these resources in **Section 6**.

6 ←

If you are being sexually harassed at work you should:

**1** Identify how you are being sexually harassed

**2** If you feel able to, **inform** your harasser that the behaviour is unwanted

**3** Keep yourself safe at work

**4** Keep and gather **evidence**

**5** Make a **complaint**

**6** Seek **support**

**7** Take your **case to court**, if you're not satisfied.

If you have been sexually harassed it is important to know that it is **NOT YOUR FAULT**. Also know that **YOU ARE NOT ALONE** in your experience.



Here are some practical steps that you can take if you have been sexually harassed at work.

## 1 IDENTIFY HOW YOU ARE BEING SEXUALLY HARASSED

Remember that sexual harassment can be physical, verbal or non-verbal.

It is **any unwanted and offensive behaviour of a sexual nature that violates your dignity and makes you feel degraded, humiliated, intimidated or threatened.**

You are the one who decides whether or not it is unwanted or offensive.

2 Have a look at what counts as sexual harassment in **Section 2** of this guide.



If you have been **raped or sexually assaulted**, then this is a crime in most countries. You should report the incident to the police immediately. If you are sexually assaulted or hurt, you should also seek **medical attention**. You should also go to the police if you believe that the sexual harassment you have experienced is a threat to your physical safety.

## 2 IF YOU FEEL ABLE TO, INFORM YOUR HARASSER THAT THEIR BEHAVIOUR IS UNWANTED

**You are not expected to confront your harasser.**

Remember that you have a right not to be sexually harassed. It is NOT your responsibility to confront your harasser or put a stop to the harassment by yourself. If you feel that your safety is threatened, it is better NOT to confront your harasser. Instead make a formal complaint or report it to the police.

If you feel able to inform your harasser that their behaviour is unwanted and offensive, you could:

- Let them know that their behaviour is unwanted and offensive. You can do this verbally and/or in writing
- Firmly discourage the behaviour
- Remind the person that you are a professional and deserve respect.

Sometimes speaking directly to the person who is sexually harassing you about their behaviour is enough to stop it. If this is the case, then you may be satisfied that no further action is required. Be sure that the harasser won't continue to pose a threat to you or anyone else in the organisation.

## 3 KEEP YOURSELF SAFE AT WORK

It is your right to work in a safe environment. So if you are sexually harassed at work, it is your employer's responsibility to keep you safe from your harasser. However, if they fail to do this, or if you aren't satisfied that they are doing enough, then there are things you can do to protect yourself.

Newsrooms are often places where employees have to work in close quarters. Wherever possible, avoid being alone with the person who is harassing you. If you need to approach them, then make sure that other staff members are around. If you feel that your physical safety is threatened, you should go to the police immediately.

## 4 KEEP AND GATHER EVIDENCE

No matter how severe the sexual harassment you are experiencing is, it is important that you keep all evidence to support your complaint.

Whenever possible:

- Keep all correspondence both from and to the person harassing you, including:
  - Letters
  - Emails
  - Text messages
  - Social media messages
  - Pictures
  - Audio content
  - Video content
  - Any other physical or digital materials, including screenshots.
- Keep a record of all the times that you were sexually harassed, including:
  - Dates
  - Times
  - Places
  - Circumstances
  - Details of the behaviour experienced
  - Who was involved
  - Who might have witnessed the behaviour (if anyone)
  - How you responded to the behaviour
  - How you felt following the incident.





**Example:** We were at X press conference on 14 July this year. It was about 1:30 pm and we were just leaving the press conference following lunch. Mr X approached me as I was waiting on the first floor for the lift back to the lobby. The floor was empty except for a receptionist.

Mr X stood very close to me and put his hand around my waist and slid it down so that it was resting on my bottom. I took a step away from him. He stepped towards me again and did the same thing. I excused myself and said I needed to go to the bathroom. I did not get in the lift with him when it arrived. I felt panicked.

- Keep a record of all correspondence to do with your complaints procedure
- Save all evidence in more than one place, including on non-work devices or databases that only you have access to you.

**If you have not kept any proof for whatever reason, this should not stop you from making a complaint.**

## 5 MAKE A COMPLAINT



People who have been sexually harassed often feel humiliation, shame and self-blame. They can also feel frightened of being victimised, losing their jobs, or of not being believed. These feelings and fears can make it difficult for them to talk about or report their harassment.

Though it may be extremely difficult to talk about, **IT IS IMPORTANT THAT YOU REPORT BEING SEXUALLY HARASSED, BOTH FOR YOUR OWN SAFETY AND WELLBEING AND FOR THE SAFETY AND WELLBEING OF OTHERS**

If the person harassing you is not stopped, they might interpret your silence as consent and their behaviour may continue or get worse.

Check whether your organisation has a sexual harassment policy or complaints procedure. Regardless of whether one exists or not, the steps you need to take to make a complaint are very similar.

The sample sexual harassment policy in **Section 5** is a helpful example of what you should expect from a best-practice policy. **Section 3** also outlines complaints procedures in detail.



## Steps to make a complaint



<b>1</b>	Familiarise yourself with your organisation's sexual harassment policy (if it exists).
<b>2</b>	Familiarise yourself with your rights and the laws in your country.
<b>3</b>	Choose whether to make a formal or informal complaint.
<b>4</b>	Clarify what the procedures and timeframes are for making a complaint, by either referring to the policy or by asking.
<b>5</b>	Put your complaint in writing preferably, although it can be verbal, and keep a hard copy.
<b>6</b>	Make your complaint to a 'person with responsibility' in your organisation. This normally does not have to be the designated person and can include: <ul style="list-style-type: none"> <li>• immediate manager</li> <li>• another manager in your organisation</li> <li>• human resources</li> <li>• health and safety officer</li> <li>• trade union representative</li> <li>• occupational health services.</li> </ul>
<b>7</b>	Emphasise that you want confidentiality.
<b>8</b>	Ask your employer to ensure you do not come into contact with your harasser.
<b>9</b>	Provide any evidence that you have.
<b>10</b>	Let your employer know what support you need.
<b>11</b>	Check in regularly to make sure that your complaint is being dealt and you are getting feedback.

### FALSE CLAIMS



Are taken seriously. A lack of proof does not mean that your claim is false. However, if your accusations of sexual harassment turn out to be untrue and you are fully aware that they are untrue, you will likely face disciplinary action.

## INFORMAL COMPLAINTS PROCEDURE

You can choose to make an **informal complaint** in less severe cases of sexual harassment, or when you think that the harasser will stop their behaviour if they are confronted.

It often involves a facilitated dialogue between the person being sexually harassed and the harasser and it may involve the following steps:

- Step 1**      **INFORMAL SEXUAL HARASSMENT COMPLAINT MADE**
- Step 2**      **INFORMAL COMPLAINT RECEIVED**
- Step 3**      **RESOLUTION**
- Step 4**      **FOLLOW-UP & SUPPORT.**

The aim is to stop the unwanted and offensive behaviour. An informal complaint does not usually involve a proper investigation. In less severe cases, an informal complaints process can resolve problems with minimum stress to the individuals involved and can restore a sexual harassment-free working environment.

As long as the behaviour stops, the informal complaint will not go on the harasser's employment record. An informal complaint does not involve any disciplinary measures.

## FORMAL COMPLAINTS PROCEDURE

You should make a **formal complaint** if your informal complaint has failed to stop sexual harassment, or if you want serious steps to be taken against your harasser.

All evidence is kept on record (confidentially) and the case will appear on your harasser's employment records. A formal complaint tends to involve a proper internal investigation by more than one person and may involve the following steps:

- Step 1**      **INFORMAL SEXUAL HARASSMENT COMPLAINT MADE**
- Step 2**      **FORMAL COMPLAINT RECEIVED**
- Step 3**      **INVESTIGATION**
- Step 4**      **DECISION**
- Step 5**      **FEEDBACK.**

A formal complaint can lead to serious consequences for the person accused of sexual harassment. Depending on the severity of the harassment, it could lead to the person being:

- **Warned officially**
- **(Receiving) an adverse performance review**
- **Transferred**
- **Demoted**
- **Suspended**
- **Dismissed**
- **Unemployed (bad or no references)**
- **Liable for damages or compensation payments**
- **Sent to prison.**

## 6 SEEK SUPPORT

Sexual harassment can affect you emotionally and physically. And this can affect your ability to thrive at work. You will likely need some kind of support if you have been sexually harassed at work. Only you know the type of support you want in the days, weeks or months after you have been sexually harassed and how long you need this support for.

The support available to you will vary depending on the country you are living in, and what your organisation has committed to providing you.

Here are the types of support you might need access to:

### Professional support such as:

- Paid/unpaid leave
- Part-time / shorter work hours
- Shared work load
- Working from home
- Mentoring
- Back to work strategy/support
- Systematic follow-up.



- Police
- Health care (doctor/ gp/hospital if you have been raped)
- Psychological and counselling services
- Trade unions
- Legal support
- Support networks and groups
- Advice hotlines
- Family and friends
- Religious support
- Financial support.



## 7 TAKE YOUR CASE TO COURT IF YOU ARE NOT SATISFIED

If you are not satisfied with how your organisation has handled your complaint, then you can take your case to a tribunal or court providing that your country has laws or provisions protecting you from sexual harassment or discrimination.

It is important that you are **represented by a lawyer** with the right expertise. Where or which court depends on the country and the offence.

Employment tribunals and civil courts will hear sexual harassment cases with an outcome of compensation of some form if the case is found in your favour. If you press charges, serious cases of rape and sexual assault will be tried in a criminal court. The outcomes here will vary from country to country, but in most cases involve prison sentences if the person is found guilty.

## Somebody else is being sexually harassed at work – what should I do?

Remember that your **employer is completely dependent on being informed** about cases of sexual harassment if they are to do anything about it.

If you witness to sexual harassment at work, or if a colleague confides in you about being sexually harassed, you can:

- **Encourage them** to take the matter further and report the incident/s
- Report the incident/s yourself – preferably in writing – either to the designated person in your organisation, or a ‘person with responsibility’. You’ll find more details about how to do this on the previous page.

You must be prepared to be a witness in an internal or police investigation (in cases of rape).

As someone reporting sexual harassment, you have the right not to be victimised for reporting cases of sexual harassment. It is your employer’s responsibility to protect this from happening to you. You also have a right to confidentiality.

## I have been accused of sexual harassment at work – what should I do?

### IF YOU HAVE BEEN ACCUSED OF SEXUAL HARASSMENT YOU STILL HAVE RIGHTS

- The right to confidentiality
- The right to know the case being made against you
- The right to reply to any accusations made against you
- The right to due consideration of your version of events
- The right to appeal a decision.

What you do or can expect will depend on whether the person accusing you has made a formal or informal complaint.

### IF THE PERSON ACCUSING YOU HAS MADE AN INFORMAL COMPLAINT

This **will not go on your employment record** providing your behaviour stops. You should:

- Respond to the accusation in writing, stating your version of events and whether you believe it to be a false claim or not
- Make sure you are familiar with what behaviour counts as sexual harassment
- Find and keep all evidence supporting your case, if any
- Agree to dialogue
- **NEVER** retaliate or incite any of your peers to retaliate on your behalf, this is a serious offence
- Amend your behaviour, if the claim is true. You may not have realised that your behaviour was unwanted or offensive. You have been given a chance to amend your behaviour without a formal complaint.

### IF THE PERSON ACCUSING YOU HAS MADE A FORMAL COMPLAINT

This **will go on your employment record** and could lead to **disciplinary measures**. You should:

- Respond to the accusation in writing, stating your version of events and whether you believe it to be a false claim or not
- Make sure you are familiar with what behaviour counts as sexual harassment

- Amend your behaviour if the claim is true. You may not have realised that your behaviour was unwanted or offensive. You have been given a chance to amend your behaviour without a formal complaint.
- Find and keep all evidence supporting your case, if any
- Comply with any internal or police investigation
- Probably get a lawyer with experience in sexual harassment and employment cases to represent you
- Not confront or approach the person accusing you during the investigation
- Never retaliate or incite any of your peers to retaliate on your behalf, this is a serious offence
- Appeal in writing if you disagree with the decision, stating the reason

### WHAT DISCIPLINARY MEASURES OR PUNISHMENTS CAN I EXPECT?

This will depend on the severity of the behaviour you are being accused of. Your employer will decide on one of the following outcomes:

#### No case of sexual harassment against you

If your employer finds that there is no sexual harassment case against you, or if the case is dropped, then any documents relating to the case will be destroyed and will not appear in your employment records. It will not affect your current or future employment prospects.

#### A clear case of sexual harassment or 'serious or repeated' sexual harassment against you

If your employer finds that there is a sexual harassment case against you, you will be disciplined.

Depending on how the seriousness of the case found against you, you could face:

- Verbal or written warning
- Adverse performance evaluation
- Transfer
- Demotion
- Suspension
- Dismissal
- Unemployment (bad references).

**Rape and sexual assault are criminal offences** and will be referred to the police and may be tried in a criminal court.

If your case goes to court, you could face:

- Liability for compensation payments
- Prison.



### I'VE BEEN FALSELY ACCUSED, WHAT SUPPORT CAN I ACCESS?

Having a false claim made against you can have profound effects on you emotionally, physically and professionally, as well as on your family. You may feel that you and your family need support. Only you know the type of support you need and how long you need this support for.

The support available to you will vary depending on the country you are living in, and what your organisation has committed to providing you. Here are the types of support you might need access to:

#### Professional support such as:

- Paid/unpaid leave
- Part-time / shorter work hours
- Shared work load
- Working from home
- Mentoring
- Back to work strategy/support
- Systematic follow-up
- Formal and public clearing of your name



#### Health care (if you have been raped)

Psychological and counselling services

Trade unions

Legal support

Support networks and groups

Advice hotlines

Family and friends

Religious support.

# 5.

## TOOLS

This section contains some practical tools for media employers to help prevent and deal with sexual harassment. Media employees might find them useful too.

These tools are referred to throughout the guide. They include:

- A sample sexual harassment policy
- A sample sexual harassment survey
- A sample templates for communications
- A sexual harassment awareness poster to display in newsrooms and offices.



All tools are downloadable from the WIN website. The policy, survey and communications templates are available in an editable format.

[WWW.WOMENINNEWS/RESOURCES](http://WWW.WOMENINNEWS/RESOURCES)



# Sample sexual harassment policy

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This is a sample best practice sexual harassment policy for media organisations who currently do not have a stand-alone sexual harassment policy or need to improve their existing one. This policy draws on a number of sexual harassment policies from organisations in the industry, including the ILO's Sample Sexual Harassment Policy, and Norwegian media company VG's own sexual harassment procedures.

You will need to tailor this policy to your organisation. It will need to be drafted, or at least checked, by a lawyer with expertise in employment and discrimination laws in your country.

The details of the policy will depend on a several factors including:

- Your country's laws on the issue
- The size of your organisation and resources available
- Your organisation's existing policies and procedures, in particular grievance and disciplinary.

Under each clause there are notes about the clause as well as some example text.



# [INSERT COMPANY NAME] Sexual Harassment Policy and Procedures

## FOREWORD

*This is where you should state that you have a zero-tolerance policy towards sexual harassment and are committed to providing a safe working environment for your employees.*

*You can also include details about:*

- *Why you are introducing this policy*
- *Who the policy is for*
- *Who your organisation's 'point person' is*
- *Who approved the policy*
- *When it was approved and will be reviewed.*

**[INSERT COMPANY NAME] is committed to providing a safe environment for all employees free from discrimination on any grounds including sexual harassment at work.**

Sexual harassment is any unwanted and offensive behaviour of a sexual nature that violates a person's dignity and makes them feel degraded, humiliated, intimidated or threatened.

[INSERT COMPANY NAME] has a zero tolerance policy on any form of sexual harassment and assault in the workplace.

[INSERT COMPANY NAME] will ensure that all managers and employees know about and have ready access to the policy at all times and are familiar with its contents.

This policy outlines clear procedures for:

- Employees who have been sexually harassed
- Employees accused of sexual harassment
- Witnesses of sexual harassment
- Managers and senior staff involved in investigating sexual harassment cases.

[INSERT COMPANY NAME]'s [Chief Operating Officer/ Head of Human Resources/Insert Other] is responsible for the content and implementation of this sexual harassment policy. They are also the lead person on all cases related to sexual harassment in [INSERT COMPANY NAME].

This policy is approved by [INSERT COMPANY NAME]'s senior management.

<b>Name</b>	<b>[INSERT NAME]</b>
<b>Title</b>	<b>[INSERT JOB TITLE]</b>
<b>Approved</b>	<b>[INSERT DATE]</b>
<b>Reviewed</b>	<b>[INSERT DATE]</b>
<b>Next review</b>	<b>[INSERT DATE]</b>

## A NOTE FOR EMPLOYEES

*This section should spell out, in very practical terms, what this policy means for your employees. It is particularly helpful to include this section in policy documents with lots of legal language.*

Here are some practical guidelines for [INSERT COMPANY NAME] employees on what you can and should do if:

- You are sexually harassed at work
- You a witness or concerned about someone else being sexually harassed at work
- You are accused of sexually harassing someone at work.

These guidelines are extracted from the various sections and clauses within the policy itself.

### EMPLOYEES WHO HAVE BEEN SEXUALLY HARASSED AT WORK

- If you have been sexually harassed it is NOT your fault.
- You are not alone, nor the only person that this has happened to. Sexual harassment does happen in the media industry.
- You have a legal right to work in a safe environment without being subjected to sexual harassment or frightened of it. It is [INSERT COMPANY NAME]'s responsibility to make this happen.
- To be able to do anything about sexual harassment, [INSERT COMPANY NAME] is completely dependent on being informed.
- You need to inform another person with responsibility about the incident. This could be:
  - ▶ Your immediate manager
  - ▶ Another manager at [INSERT COMPANY NAME]
  - ▶ Someone in human resources
  - ▶ A health and safety officer
  - ▶ Your trade union representative
  - ▶ Occupational health services.
- All of these people have a duty to protect your confidentiality.
- As someone reporting sexual harassment, your identity and any information you share will be treated in confidence and will only be shared with a small number of people involved in the investigation.
- If you have been sexually assaulted or raped this is a serious crime against you. As well as informing [INSERT COMPANY NAME] you should report it to the police and seek medical attention. Be aware that your case might go to a criminal court or tribunal.
- You have the right not to be victimised for reporting sexual harassment at work. Retaliation is a serious and punishable offence and it is [INSERT COMPANY NAME]'s responsibility to protect you from this.
- [INSERT COMPANY NAME] has both formal and informal procedures in place to deal with cases of sexual harassment. You will find these in the policy below.

## WITNESSES OR EMPLOYEES CONCERNED ABOUT SOMEONE ELSE BEING SEXUALLY HARASSED AT WORK

- To be able to do anything about sexual harassment, [INSERT COMPANY NAME] is completely dependent on being informed.
- If a colleague contacts you and reports being sexually harassed, you must encourage the person to take the matter further and to report it.
- If you are worried that a colleague is being sexually harassed, you should report this to one of the people mentioned above.
- As someone reporting sexual harassment, your identity and the information you share will be treated in confidence and will only be shared with a small number of people involved in the investigation.
- You have the right not to be victimised for reporting sexual harassment at work. Retaliation is a serious and punishable offence and it is [INSERT COMPANY NAME]'s responsibility to protect you from this.

## EMPLOYEES ACCUSED OF SEXUAL HARASSMENT AT WORK

If you are being accused of sexual harassment you also have rights.

- Your identity and any information about the case will be treated in confidence.
- You have the right to know the case being made against you.
- You have the right to respond to any accusations made against you.
- You have the right to due consideration of your version of events.
- You have the right to appeal a decision.
- If [INSERT COMPANY NAME] finds that there is no sexual harassment case against you, or the case is dropped, then any documents relating to the case will be destroyed and will not appear in your employment records. It will not affect your current or future employment prospects.
- If [INSERT COMPANY NAME] finds that there is a sexual harassment case against you, you will be disciplined. The minimum discipline is a written warning. The discipline for serious or repeated cases is termination of employment.
- Rape and sexual assault are criminal offences and will be referred to the police.

## 1. LEGAL BASIS FOR THE POLICY

*You need to specify what the legal basis for this policy is, if any.*

*Refer to any country laws or policies (and sections/articles within them) on:*

- Rape and sexual assault
- Sexual harassment
- Sexual harassment in the workplace
- Discrimination and equality
- Data protection and privacy laws (as you will be dealing with sensitive information that could affect a person's reputation).

*You will need to consult a lawyer on this section in particular.*

## 2. PARTIES GOVERNED BY THE POLICY?

*This is where you state whom this policy applies to. There is a wide range of actors involved in creating media content and with whom your staff will come into contact. You need to ensure that you capture them all in this clause and that the language is legally appropriate.*

This policy governs all [INSERT COMPANY NAME]'s employees, including directors, board members, managers, staff, freelancers and contractors. It also governs anyone who comes into contact with ORGNISATION X's employees in the process of creating media content, including news sources, interviewees, advertisers, business associates and visitors.

## 3. IMPLEMENTATION OF THE POLICY

*The implementation of the policy is as important as the policy itself. Here, you need to explain how you will ensure that all staff know about the policy and are familiar with its content.*

This policy will be widely disseminated internally. [INSERT COMPANY NAME] will ensure that all managers and employees know about and have ready access to the policy at all times.

The policy will be included or referred to in the following [INSERT COMPANY NAME] documents:

*This list needs to be based on your organisation's existing policies, documents and contracts including:*

- Code of ethics
- Staff handbook
- Employment contracts
- Consultant or associate contracts
- Any other collective bargaining agreements/contracts

The policy will be reviewed on an annual basis.

All employees and managers will be trained on the content in this policy:

- a. as part of their induction into the organisation
- b. when the policy is reviewed and changes are made

## 4. DEFINITIONS OF TERMS

*You will need to define what sexual harassment at work is. It is also helpful to give examples of what counts as unwanted sexual behaviour. It is important to emphasise that, no matter what the intention, it is the person on the receiving end of the behaviour who decides if it is unwanted.*

#### 4.1. SEXUAL HARASSMENT

**Sexual harassment is any unwanted and offensive behaviour of a sexual nature that violates a person's dignity and makes them feel degraded, humiliated, intimidated or threatened.**

It is the person on the receiving end of the behaviour who decides whether or not it is unwanted or offensive. This is regardless of the intention of the person accused of harassment.

Sexual harassment can be on-going or a onetime occurrence.

Sexual harassment can be:

**Physical** – someone uses physical pressure or force to have sexual contact with another person against their will.

**Verbal** - someone gives another person unwanted sexual attention through verbal or written comments or conversation.

**Non-verbal** – someone gives another person unwanted sexual attention through noises or actions at a distance.

*You might also want to consider defining categories of sexual harassment including:*

- a. *Hostile work environment: When someone's speech or behaviour is so severe that the person being harassed feels that their work environment is hostile, unpleasant, intimidating, threatening or unsafe. It doesn't have to be directed at an individual. It may be offensive to someone who is witness to the behaviour, so creating an oppressive atmosphere for one or more people, such as:*
  - ▶ *watching pornography*
  - ▶ *putting up offensive posters or calendars*
  - ▶ *workplace 'banter' (light conversation) and jokes of a sexist or sexual nature*
- b. *Quid pro quo: When a person is forced to submit to sexual harassment in return for employment benefits such as promotion, a pay raise, a big assignment, keeping their job; or when a person's employment is affected when they reject or stand up to sexual harassment, such as being fired, demoted, or losing assignments.*

#### 4.2. BEHAVIOURS THAT COUNT AS SEXUAL HARASSMENT

Behaviours that count as sexual harassment include but are not limited to:

##### PHYSICAL

- Actual or attempted sexual assault – a physical attack of a sexual nature, which includes sexual touching or rape
- Kissing someone without permission
- Unwanted touching, groping, fondling of someone's private parts
- Unwelcome touching or stroking of someone's body
- Unwelcome neck massage
- Unwelcome holding of someone's hand
- Unwanted requests for sexual favours.

##### VERBAL

- Unwanted texts, emails, letters, telephone calls or materials of a sexual nature
- Sexually suggestive remarks
- Repeated and unwanted social invitations for dates or physical intimacy
- Making personal and intrusive comments about someone's dress and physical appearance
- Making kissing sounds, howling and smacking of lips
- Catcalling (sexually suggestive whistling)
- Unwanted personal questions about social or sexual life/history
- Unwanted questions about sexual fantasies
- Unsolicited jokes that are sexual in nature
- Unsolicited sexual innuendos or stories
- Circulating innuendos or 'dirty' jokes via email or social media.

##### NON-VERBAL

- Repeated invasion of personal space
- Looking someone up and down (elevator eyes)
- Staring or 'leering'
- Sexual gestures with body
- Facial expressions such as winking, licking lips, throwing kisses
- Stalking someone or following them around
- Purposefully blocking someone's path
- Unwanted personal gifts
- Displaying sexually explicit posters, calendars or objects
- Publicly watching pornography.

#### 4.3. WORK PLACE

The 'workplace' is any space where an employee carries out their work for [INSERT COMPANY NAME]. This includes:

- On-site spaces: in the office, newsroom or on set
- Off-site spaces: in the field doing research and interviews
- Online spaces: any digital platform used by employees to communicate with others in relation to their work
- Work-related events: conferences, business trips, training sessions
- Social events organised by [INSERT COMPANY NAME].

#### 5. RELATED POLICIES

*You may want to consider drawing up policies for situations with potential to lead to sexual harassment. These include policies on relationships between employees and also social events and alcohol. As examples:*

##### 5.1. [INSERT COMPANY NAME] GUIDELINES FOR FRATERNISATION

Where a romantically involved couple is employed by [INSERT COMPANY NAME], they may not be employed in roles that report directly to each other. Any employee in a relationship with a subordinate, should report this to their manager immediately.

##### 5.2. [INSERT COMPANY NAME] GUIDELINES FOR SOCIAL EVENTS AND ALCOHOL

Sexual harassment happens more frequently in situations involving alcohol or drugs. At work-related social events alcohol should be consumed in moderation and responsibly. The use of drugs and other illegal substances at workplace social events is strictly prohibited.

## 6. CONFIDENTIALITY

*Confidentiality is an ethical principle that prevents information and identities from being shared or discussed with third parties. Confidentiality in sexual harassment cases not only builds trust, it is also a legal obligation in most countries and a professional code of ethics.*

[INSERT COMPANY NAME] will treat the people involved and all information shared in sexual harassment cases with confidentiality. This means that the identities of those involved – including the person being harassed, the accused and any witnesses – will be protected and will be processed in compliance with national data protection laws. Also, any information, records and evidence about the case will be stored securely and only shared with those involved in the investigation.

## 7. SEXUAL ASSAULT AS A CRIMINAL OFFENCE

*Sexual assault is a criminal offence in most countries and cases should be reported to the police immediately.*

Sexual assault, including rape, is a serious and criminal offence. [INSERT COMPANY NAME] will report any case of sexual assault to the police immediately and will comply with any related police investigation. [INSERT COMPANY NAME] reserves the right to suspend with pay any employee accused of sexual assault until the police investigation is complete or there is a court verdict.

## 8. RIGHTS AND RESPONSIBILITIES

### 8.1. EMPLOYEE RIGHTS

*Your employees have a number of rights which they need to know about.*

[INSERT COMPANY NAME] will treat all sexual harassment cases fairly and consistently with due respect for the rights of all employees involved. All employees have the following rights:

- The right to work in an environment free from discrimination of any kind, including sexual harassment
- The right to report if they or someone else has been sexually harassed at work
- The right to anonymity
- The right to confidentiality
- The right to know the case against them if they are being accused (as long as this does not affect confidentiality rights)
- The right to reply with their version of events
- The right to due consideration of their version of events
- The right to representation
- The right to appeal
- The right to have all documents related to their case destroyed and deleted from their employment record if no case was found
- The right to take their case to a court or tribunal if not satisfied with the outcome of the investigation.

### 8.2. MANAGER RESPONSIBILITIES

*Your managers are representatives of the organisation and any failure on their part is a failure on the part of your organisation. You need to clearly stipulate managers' duties and responsibilities in preventing and investigating sexual harassment at work.*

As representatives of [INSERT COMPANY NAME], managers should do all in their power to:

- Prevent and identify unacceptable sexual behaviour from happening
- Prevent behaviour that is creating a hostile work environment for employees
- Adhere to this policy and other related policies and procedures
- Ensure that all parties fully understand their rights under this policy
- Ensure that all parties fully understand [INSERT COMPANY NAME]'s complaints procedures and the potential outcomes and disciplinary measures
- Ensure all sexual harassment cases are investigated thoroughly and consistently
- Provide all parties with feedback
- Provide all parties with the necessary follow-up and support
- Avoid discrimination on any grounds.

Breaches of rules and regulations by managers will result in a formal disciplinary procedure.

## 9. COMPLAINTS PROCEDURES

*Your organisation's complaints procedure needs to be laid out in detail. A step-by-step approach is best. This is important for employees as well as managers so that there is no confusion about what is involved.*

All employees have the right to report if they have been sexually harassed at work, or if they have witnessed someone else being sexually harassed at work. All reports will be taken seriously and will be dealt with sensitively and in a consistent and fair manner, respecting the rights of all parties involved. In some circumstances, it may be necessary to bring in external assistance or expertise to ensure a fair, impartial and objective investigation.

Sexual harassment can be reported using either the informal or formal procedures outlined in this policy.

A disclosure about sexual harassment can be made anonymously using [INSERT COMPANY NAME]'s whistleblowing mechanism [if this exists], however, a proper investigation will require the identities of all parties to be known.

### 9.1. WHO CAN MAKE A SEXUAL HARASSMENT COMPLAINT?

All employees have a right to make a complaint if they or someone else is being sexually harassed at work.

Sexual harassment can be reported by

- a. The person who has been sexually harassed
- b. A witness to sexual harassment.

You are not obliged to confront the person you are accusing of harassment. Only confront the person you are accusing if you feel able to and if they do not pose a risk to your own or anyone else's physical safety.

If you have witnessed or are concerned that another employee is being sexually harassed, encourage them to report the case themselves either formally or informally.

## 9.2. WHO HANDLES SEXUAL HARASSMENT COMPLAINTS?

PERSON X is the designated person in [INSERT COMPANY NAME] for dealing with sexual harassment cases.

An employee does not have to make their initial complaint to PERSON X. They can make a complaint to any person with responsibility in [INSERT COMPANY NAME], including:

- An immediate manager
- Another manager at [INSERT COMPANY NAME]
- Someone in the HR department
- A health and safety officer
- A trade union representative
- The occupational health service.

This person, however, has a duty to refer the complaint to PERSON X.

When an appeal is made, this is dealt with and a final decision made by [INSERT COMPANY NAME]'s Chief Executive Officer (*or alternative*).

## 9.3. INFORMAL COMPLAINTS

An informal complaint does not involve any disciplinary measures.

### Step 1 – Informal sexual harassment complaint made

- A verbal or written informal complaint is made about sexual harassment experienced at [INSERT COMPANY NAME].
- The complaint is made to a person with responsibility in [INSERT COMPANY NAME] (defined above).
- Whoever receives the complaint informs PERSON X, who is the designated person for sexual harassment cases at [INSERT COMPANY NAME].

### Step 2 – Informal complaint received

- PERSON X contacts or calls a meeting with the person making the complaint and:
  - ▶ If the complaint was verbal, PERSON X will make a written note of the complaint and share a copy with the person making the complaint
  - ▶ Informs them of their rights, the process going forward and answers any questions
  - ▶ Explains about confidentiality and what it means for them and the person they are accusing
  - ▶ Discusses the various methods for coming to a resolution as part of the informal process
  - ▶ Explains the potential resolutions in an informal process
  - ▶ Explains what support is available to them and ascertains what support they might want or need
  - ▶ Explains that if they are not satisfied with the outcome of the informal complaint then they may make a formal complaint
  - ▶ Puts the above in writing.
- PERSON X contacts or calls a meeting with the person accused of sexual harassment and:
  - ▶ Informs them about the case against them
  - ▶ Informs them of their rights (including their right to respond) and the process going forward and answers any questions

- ▶ Explains about confidentiality and what it means for them and the person who is accusing them
  - ▶ Discusses the various methods for coming to a resolution as part of the informal process
  - ▶ Explains the potential resolutions in an informal process
  - ▶ Explains [INSERT COMPANY NAME]'s policy on retaliation or victimisation of anyone making a sexual harassment complaint
  - ▶ Puts the above in writing.
- A small number of senior management are informed about the case (*defining who these people are is important*).

### Step 3 – Resolution

- The person accused of sexual harassment is given 1 week to respond in writing with their version of events.
- A method for coming to a resolution is agreed upon with both parties including:
  - ▶ Facilitation
  - ▶ Conciliation
  - ▶ Mediation
  - ▶ Arbitration.
- A resolution is agreed on. Resolutions will depend on the case but could include:
  - ▶ The promise to end sexually harassing behaviour
  - ▶ A formal apology from the harasser
  - ▶ Transfers between teams
  - ▶ Training and sensitisation for the harasser.
  - ▶ Confidentiality of all parties is safeguarded.
  - ▶ An informal complaint does NOT involve any disciplinary measures.

### Step 4 – Follow-up & support

- PERSON X will systematically follow up with both parties to ensure that the sexual harassment has stopped and that both parties are not being adversely affected in the aftermath.
- PERSON X will conduct follow-up meetings with the line managers of parties involved in the complaint.
- PERSON X will continue to assess the need for support
- If the person being harassed is not satisfied with the outcome of the informal complaints procedure, they can make a formal complaint.

## 9.4. FORMAL COMPLAINTS

### Step 1 – Formal sexual harassment complaint made

- A verbal or written formal complaint is made about sexual harassment experienced at [INSERT COMPANY NAME]
- The complaint is made to a person with responsibility in [INSERT COMPANY NAME] (defined above)
- Whoever receives the complaint informs PERSON X, who is the designated person for sexual harassment cases at [INSERT COMPANY NAME].

### Step 2 – Formal complaint received

- If the complaint made is about sexual assault, then PERSON X will report the case directly to the police (see x. Sexual Assault).
- PERSON X contacts or calls a meeting with the person making the complaint
  - ▶ If the complaint was verbal, PERSON X will make a written note of the complaint and share a copy with the person making the complaint

- ▶ Informs them of their rights, the process going forward and answers any questions
- ▶ Explains about confidentiality and what it means for them and the person they are accusing
- ▶ Explains what the potential professional and legal consequences will be for the person they are accusing, if a case is found
- ▶ Explains what support is available to them and ascertains what support they might want or need
- ▶ Puts the above in writing.
- PERSON X contacts or calls a meeting with the person accused of sexual harassment and:
  - ▶ Informs them about the case against them
  - ▶ Informs them of their rights (including their right to respond) and the process going forward and answers any questions
  - ▶ Explains about confidentiality and what it means for them and the person who is accusing them
  - ▶ Explains what the potential professional and legal consequences will be for them, if a case is found
  - ▶ Explains [INSERT COMPANY NAME]'s policy on retaliation or victimisation of anyone making a complaint about sexual harassment
  - ▶ Puts the above in writing.
- A sexual harassment case file is opened.
- A small number of senior management are informed about the case (*defining who these people are is important*).

### Step 3 – Investigation

- Interviews are conducted with:
  - ▶ The person being sexually harassed
  - ▶ The person being accused of sexual harassment (satisfying their right to reply)
  - ▶ Any witnesses or third parties.
- Two people, including PERSON X, will represent [INSERT COMPANY NAME] in any meeting or interview.
- Formal written statements are taken from
  - ▶ The person being sexually harassed
  - ▶ The person being accused of sexual harassment (satisfying their right to reply)
  - ▶ Any witnesses or third parties.
- The facts of the case are compiled, including diaries and evidence collated by the person being sexually harassed and any counter evidence from the person being accused.
- A confidential record of is kept of all information relating to the case, including all discussions and communication with all parties.
- Confidentiality of all parties is safeguarded.

### Step 4 – Decision

- [INSERT COMPANY NAME] decides whether or not sexual harassment has happened, based on the facts and evidence compiled.
- [INSERT COMPANY NAME] decides on what disciplinary measures are to be taken if any.
- A legal basis for the decision will be specified
- [INSERT COMPANY NAME] will assess the need for legal support
- Both parties are given the opportunity to appeal within X days (see 10. Appeals)

- If no case is found, all documents relating to the case will be destroyed. However, an internal record that an investigation was carried out will be kept.

### Step 5 – Feedback

- Feedback is given to the parties involved in the case while ensuring that confidentiality is safeguarded.
- Both parties are given the opportunity to appeal within X days (see 10. Appeals).
- If no case is found, all documents relating to the case will be destroyed. However, an internal record that an investigation was carried out will be kept.
- If a case is found, [INSERT COMPANY NAME] will produce a report detailing the investigations, findings, outcomes, and disciplinary measures taken.
- [INSERT COMPANY NAME] will detail an appropriate plan for follow-up and support, regardless of whether a case was found or not.

### Step 6 – Follow-up & support

- PERSON X will systematically follow up with both parties to ensure that the sexual harassment has stopped and that both parties are not being adversely affected in the aftermath.
- PERSON X will also conduct follow-up meetings with line managers.
- PERSON X will continue to assess the need for support.

## 10. APPEALS

*All employees have the right to appeal against a decision so there needs to be a clear procedure for this. You will need to decide who in your organisation deals with appeals and makes final decisions.*

If not satisfied, both parties have the right to appeal against the outcome of the formal complaints procedure. Any appeal needs to be made in writing to [INSERT COMPANY NAME]'s Chief Executive Officer (*or appropriate alternative*) within seven days (*or appropriate time period*) of the outcome and should contain the reason for the appeal.

An appeal must be based on the following conditions:

- a. Errors in interpretation or implementation of procedures that undermine a fair hearing
- b. When new and significant evidence not considered in the initial investigation comes to light
- c. Lack of substantial evidence to support the decision.

[INSERT COMPANY NAME] will issue a response to the request within 7 days (*or appropriate time period*) of receiving the request.

[INSERT COMPANY NAME]'s Chief Executive Officer (*or appropriate alternative*) may hold, change, or overturn the original outcome of the disciplinary committee or grant a hearing. This decision is final and no further appeal can be made.

## 11. SUSPENSION

*In more serious cases of sexual harassment, including sexual assault it may be necessary to suspend employees while you (or the police) complete their investigation. It is*

*important to emphasise that this is a practical measure and not a disciplinary one.*

In some situations, it may be necessary to suspend employees on full pay whilst an investigation is ongoing. This is to ensure that all employees are protected, and that the investigation can be properly conducted. Suspension on pay is not a disciplinary procedure. [INSERT COMPANY NAME] reserves the right to suspend an employee on full pay pending completion of the investigation or any disciplinary action.

## 12. OUTCOMES AND DISCIPLINARY MEASURES

*This clause on outcomes and disciplinary measures needs to reflect your organisation's existing grievance and disciplinary policy. It should list the potential outcomes of an investigation as well as the range of disciplinary measures that your organisation can take. You will need to explain that disciplinary action will be based on a case-by-case approach, but that they will be applied consistently to all cases.*

[INSERT COMPANY NAME] recognises three potential outcomes of any formal investigation into sexual harassment:

- a. No case of sexual harassment found
- b. A clear case of sexual harassment found
- c. A clear case of serious or repeated sexual harassment found.

Anyone found to have sexually harassed someone at work, irrespective of their position in [INSERT COMPANY NAME], will face any of the following disciplinary measures:

- Verbal or written warning
- Adverse performance evaluation
- Transfer
- Demotion
- Suspension
- Dismissal.

The nature of the disciplinary measure will depend on the gravity and extent of the harassment in each case. However, these measures will be applied consistently across all sexual harassment cases. Serious cases will result in immediate dismissal of the accused. Any disciplinary measures taken will appear in the accused's employment records.

## 13. RETALIATION AND PREVENTION OF VICTIMISATION

*It is important to protect your employees from being victimised for reporting sexual harassment.*

No employee will be victimised for reporting sexual harassment in good faith or for acting in good faith as a witness in an investigation. [INSERT COMPANY NAME] regards retaliation as a serious violation of this policy and any incidents should be reported immediately. Any person found guilty of retaliation on a reported case of sexual harassment will be subject to disciplinary action, up to and including dismissal, in accordance with [INSERT COMPANY NAME]'s disciplinary policy and procedures.

## 14. FALSE CLAIMS

*Unfortunately false claims, whether accidental or malicious, do sometimes happen. Towing a hard line on false claims will help to prevent them from happening.*

A false claim is when an employee reports an incident sexual harassment in the knowledge that the allegations are untrue. [INSERT COMPANY NAME] will always conduct a proper investigation into claims and gathering of evidence will be fair, objective and thorough. Making a false claim is a serious offence and any employee found to be making a false sexual harassment claim will be subject to disciplinary action, up to and including dismissal, in accordance with [INSERT COMPANY NAME]'s disciplinary policy and procedures.

## 15. SUPPORT

*Sexual harassment has profound and long-lasting effects on the individual. It is important to stipulate how your organisation can help support an employee who has been sexually harassed at work, or who has had a false claim made against them. This will of course depend on the resources your organization has available.*

[INSERT COMPANY NAME] will always seek to ascertain whether and what support an employee who has been sexually harassed, or an employee who has had a false sexual harassment claim made against them, needs or wants. [INSERT COMPANY NAME] can provide support through the following:

- Paid/unpaid leave
- Part-time / shorter hours
- Shared work load
- Working from home
- Mentoring/counseling
- Back to work strategy/support
- Systematic follow-up.

[INSERT COMPANY NAME] also has a directory of support services for employees who have been sexually harassed at work, which all employees can access.

*Or if you have the available resources:*

[INSERT COMPANY NAME] will also consider, on a case-by-case basis, covering the costs of support services for employees who have been sexually harassed at work.

# Sample sexual harassment survey



This is a sample survey to help you better understand the extent to which sexual harassment is a problem within your organisation.

## Survey introduction

Please take a few moments to answer this **anonymous** survey on sexual harassment in [INSERT COMPANY NAME]. Your participation will help us to understand the nature of the problem in our organisation. We appreciate your honesty and assure you that your answers shall remain anonymous.

For the purposes of this survey, we organise sexual harassment into three categories:

### VERBAL/NON VERBAL-HARASSMENT

When someone gives another person unwanted sexual attention through verbal or written comments or conversation, or through noises or actions at a distance.

### PHYSICAL HARASSMENT

When someone uses physical pressure or force to have sexual contact with another person against their will, e.g. groping, massaging, holding hands.

### RAPE

The most severe form of physical harassment involving non-consensual penetration, no matter how slight, of the vagina or anus with any body part or object, or non-consensual oral penetration by a sex organ of another person.

We define 'workplace' as:

<b>On-site spaces</b>	e.g. in the office, newsroom or on set
<b>Off-site spaces</b>	e.g. in the field doing research and interviews
<b>Online spaces,</b>	any digital platform that anyone involved in creating media content uses to communicate with employees.
<b>Work-related events,</b>	e.g. conferences, business trips, training sessions
<b>Social events</b>	organised by [INSERT NAME].



### Some survey tips

- ▶ Make this an anonymous survey to encourage responses. Do not ask for names or any information that could give a person's identity away, such as job title.
- ▶ This template is designed for current employees, but you could tweak it to include past employees too.
- ▶ Do not just target women, send it out to everyone.
- ▶ Always define the terms you are using so that there is no confusion about what constitutes 'sexual harassment' or 'workplace'. This is especially important if you have not done any sensitisation training yet.
- ▶ Use an online survey manager like *SurveyMonkey* which can help you to analyse data.
- ▶ Publish the results of the survey within your organisation.
- ▶ Repeat the survey every one to two years to monitor progress.



1 **WHAT IS YOUR STATUS AT [INSERT COMPANY NAME]?**

Editorial (employed)     Non-editorial (employee)

Editorial (freelancer)     Non-editorial (freelancer)

I prefer not to say

Other (please specify):

2 **WHAT IS YOUR GENDER?**

Male     Female

Other

3 **HAVE YOU EVER BEEN VERBALLY/NON-VERBALLY HARASSED WHILE WORKING AT [INSERT COMPANY NAME] AND BY WHOM?**

	A superior	A colleague	A non-employee (e.g. interviewee)
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4 **HAVE YOU EVER BEEN PHYSICALLY HARASSED WHILE WORKING AT [INSERT COMPANY NAME] AND BY WHOM?**

	A superior	A colleague	A non-employee (e.g. interviewee)
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5 **HAVE YOU EVER BEEN RAPED WHILE WORKING AT [INSERT COMPANY NAME] AND BY WHOM?**

	A superior	A colleague	A non-employee (e.g. interviewee)
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unsure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6 **DID YOU REPORT THE INCIDENT(S)?**

Yes     No

N/A, I responded 'No' to Q3-5

7 **WHOM DID YOU REPORT THE INCIDENT(S) TO?**

The police     HR

My direct manager     Another manager

A colleague or friend at work     My trusted personal network outside of work

N/A I responded 'No' or 'N/A' to to Q6

Other (please specify):

8 **IF YOU DID NOT REPORT THE INCIDENT(S), WHY NOT?**

Worried no-one would believe me     Was embarrassed/ashamed

Worried for my job security if I reported     N/A I responded 'Yes' or 'N/A' to Q6

Didn't know that it was harassment

Other (please specify):

9 **WHAT CAN ORGANISATION X DO TO ELIMINATE SEXUAL HARASSMENT IN THE WORKPLACE?**

Adopt zero tolerance policy against sexual harassment     Conduct sensitisation training on what sexual harassment is

Introduce complaints procedures for sexual harassment     Managers and executives should lead by example

Create a stand alone sexual harassment policy     Train managers on how to prevent and identify sexual harassment

Establish safe channels to report incidents of harassment such as anonymous tip line     Employ more women, to increase gender balance

Create a lead person on sexual harassment issues within ORGANISATION X     Have an open dialogue about sexual harassment

Other (please specify):

10 **FURTHER INFORMATION AND COMMENTS ARE WELCOME**

# Sample communications templates for employers



Here are some practical examples of communication methods to help managers when they are handling different scenarios of sexual harassment complaints.

→ Templates include: Templates for phone conversations, emails/letters and meeting minutes.

They are an adaptation of Norwegian media company VG's own templates and are meant as a guide only. It is best to tailor these so that they are based on the laws in your country and your organisation's own policies. Ensure that you consult a lawyer when drafting your own templates for all written and verbal communication.

## Templates to acknowledge a complaint and invite to a meeting



### TO PERSON MAKING SEXUAL HARASSMENT COMPLAINT

*I am calling because you have reported a case of sexual harassment, and I would like to provide some brief information on what happens next.*

**Inform about the process**

*Thank you for helping us to deal with these challenges.*

*We will now investigate the matter more closely, starting by inviting you to a meeting. I will send you an email suggesting a time and place for the meeting.*

*Do you need to speak to someone now/is there anything we can help with?*

*Again, thank you for informing us.*

### TO PERSON WHO HAS BEEN SEXUALLY HARASSED (IF NOT COMPLAINANT)

*I am calling because we have received a report that you have been sexually harassed. Are you aware that this incident has been reported?*

*I want to inform you briefly of what happens next.*

*When we as the employer receive messages of this nature it is our duty to investigate the situation, and we would therefore like to invite you to a meeting to obtain further information on what has happened.*

*At the meeting, you will meet me from the company and [INSERT NAME].*

*You are fully entitled to bring a representative/ advisor with you to the meeting. Minutes of the meeting will be recorded and submitted for your approval afterwards. Straight after this call, I will send you email calling you in to a meeting, which will contain some of the same information I have just provided.*

*Do you need to speak to someone now/is there anything we can help with?*

*Do you have any questions now? See you at the meeting.*

### TO PERSON ACCUSED OF SEXUAL HARASSMENT

*I am calling because we have received a report/ reports of offensive sexual behaviour by you.*

*When we as the employer receive such reports, it is our duty to investigate the matter. We will be speaking with you as the accused party, and with the person who feels he/she has been offended. Specifically, we would like to call you in to a meeting to present the information we have been given. You will have the opportunity to give your comments. If you need some time to think, you will be given that time.*

*I cannot go into more detail about the matter by telephone. We will do so in the meeting. At the meeting, you will meet me from the company and [INSERT NAME].*

*You are fully entitled to bring a representative/ advisor with you to the meeting. Straight after this call, I will be sending you an email suggesting a time and place for the meeting.*

*I must advise you at this time, that you are not permitted to contact the person you believe might have reported this matter.*

*Do you need to speak to someone now/is there anything we can help with?*

*Do you have any questions right now - if not, see you at the meeting.*



**TO PERSON WHO HAS BEEN SEXUALLY HARASSED OR PERSON MAKING SEXUAL HARASSMENT COMPLAINT**

To: [INSERT NAME] [INSERT DATE]

**INVITATION TO MEETING CONCERNING REPORT OF SEXUAL HARASSMENT**

We refer to the telephone call advising you that [INSERT COMPANY NAME] has received a report from you that you/someone else have/has [DELETE APPROPRIATE] been sexually harassed at work.

By law, the employer has a duty to investigate the matter further when such reports are received. Since the reported matter concerns your alleged conduct, we would like to invite you to a meeting where we can explain what this matter concerns. You will be given time to understand the matter, and the opportunity to give your comments. You will also get information on what happens next.

We would like to have the meeting within the next few days and have set aside some time on [INSERT DATE] at [INSERT TIME].

If you are unavailable and would prefer another time, please inform us immediately and we will do our best to find a time that suits you as soon as possible. If you wish, you are of course welcome to bring along a trade union representative or other advisor to the meeting.

[INSERT COMPANY NAME]'s representative at the meeting will be [INSERT NAME/S].

The meeting will be held at the HR office [OR ALTERNATIVE].

Please get back to me regarding the proposed time of the meeting as soon as possible.

Best regards,

[INSERT NAME]

**TO PERSON ACCUSED OF SEXUAL HARASSMENT**

To: [INSERT NAME] [INSERT DATE]

**INVITATION TO MEETING CONCERNING REPORT OF SEXUAL HARASSMENT**

As you are aware, [INSERT COMPANY NAME] has been informed of a claim of sexual harassment at work by you.

By law, we have a duty to investigate the matter further when such reports are received. In this regard, we would like to invite you to a meeting where you may provide more details on the matter to give [INSERT COMPANY NAME] an overview, as well as any further information that could be relevant to the matter.

In this meeting you will also be briefed on what happens next. We would like to have the meeting within the next few days and have set aside some time on [INSERT DATE] at [INSERT TIME]. If you are unavailable and would prefer another time, please inform us immediately and we will do our best to find a time that suits you as soon as possible.

If you wish, you are of course welcome to bring along a trade union representative or other advisor to the meeting. [INSERT COMPANY NAME] representative at the meeting will be [INSERT NAME AND POSITION].

The meeting will be held at the HR office [OR ALTERNATIVE].

Please get back to me regarding the proposed time of the meeting as soon as possible.

Best regards,

[INSERT NAME]

## Templates for meeting/interviews during an investigation



### WITH PERSON WHO HAS BEEN SEXUALLY HARASSED OR PERSON MAKING SEXUAL HARASSMENT COMPLAINT

Name/Position: \_\_\_\_\_

Time/Place: \_\_\_\_\_

Employer's representatives: \_\_\_\_\_

Advisor/Trade union representative for employee  
(optional): \_\_\_\_\_

*The employer has requested a meeting with the employee to discuss the reported matter(s) of improper conduct. The following conditions have been reported:*

Include a summary of key points of the conditions reported. If more than one condition, use a new bullet point for each one.

#### 1. INFORMATION ON HOW THE MEETING IS CONDUCTED

*Prior to the meeting the employee was informed that he/she was fully entitled to representation by either a representative or other advisor, if so desired. At the commencement of the meeting the employee was also informed about:*

##### ■ Principle of contradiction

*Minutes of the meeting will be recorded. The minutes will be sent to the employee for review and any adjustments/elaborations. We wish to present the information to the accused party.*

##### ■ Use of information obtained in the meeting

*Information obtained in the meeting will be used in connection with further investigations of the matter by the employer.*

##### ■ Processing of personal data

*The employer treats personal data in accordance with the [INSERT COUNTY NAME]'s Data Act*

*You will need to determine the laws around data protection in your country.*

#### 2. MEETING MINUTES:

Suggested main components:

##### ■ For each incident/action:

- When did this happen – as accurately as possible?
- What occasion was it? (work, broadcasting, party, trip...)
- Where did it happen – as precisely as possible?
- Can you elaborate more specifically on what happened/was said?
- Where there any others present/close by – who might have seen or overheard anything?
- Is there any documentation you would like to present now or at a later time?
- Is there any key information that we should have knowledge of that was not brought up at the time of reporting this, or any other conditions/episodes that may be relevant for the employer's assessment of the case?

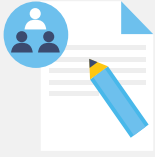
##### ■ Provide information on access to support from the occupational health service, etc. – ask if there is any specific form of support/follow-up the employee wants from the employer.

##### ■ Provide general information of how the reported matter will be handled going forward.

*The employer informed you that the accused party is not permitted to contact you. If he/she still gets in touch, we request that you immediately report this to me, as the employer's representative.*

*The employee has received the minutes of this meeting for review and has been given the opportunity to correct any statements made.*

*The employee confirms by signing this these minutes are approved.*



## WITH PERSON ACCUSED OF SEXUAL HARASSMENT

Name/Position: \_\_\_\_\_

Time/Place: \_\_\_\_\_

Employer's representatives: \_\_\_\_\_

Advisor/Trade union representative for employee  
(optional): \_\_\_\_\_

*The employer has requested a meeting with the employee on the basis of reported claims of improper conduct.*

*The following conduct will be discussed at the meeting:*

- Summary of key points of the conditions reported. If more than one condition, use a new bullet point for each one.
- Present the specific incidents reported – open or anonymous, depending on how it is assessed.

### 1. INFORMATION ON HOW THE MEETING IS CONDUCTED

*Prior to the meeting the employee was informed that he/she was fully entitled to representation by either a representative or other advisor, if so desired. At the commencement of the meeting the employee was also informed about:*

#### ■ Principle of contradiction

*Minutes of the meeting will be recorded. The minutes will be sent to the employee for review and any adjustments/elaborations. We wish to present the information to the accused party.*

#### ■ Use of information obtained in the meeting

*Information obtained in the meeting will be used in connection with further investigations of the matter by the employer.*

#### ■ Processing of personal data

*The employer treats personal data in accordance with the [INSERT COUNTY NAME]'s Data Act.*

*You will need to determine the laws around data protection in your country.*

### 2. MEETING MINUTES:

Suggested main components:

- Prior to the meeting, did the employee have knowledge of the condition(s) reported?
- If any, what constitutes new information for the employee?
- What are the employee's remarks regarding each matter? (go through each matter)
- Is there any documentation the employee wishes to present now or by an agreed deadline?
- Are there any key details the employer should be made aware of that have not been included in the reported matter, or any other conduct/episodes that could be relevant for the employer's assessment of the case?
- Provide information on access to support from the occupational health service, etc. – ask if there is any specific form of support/follow-up the employee wants from the employer.
- Provide general information of how the reported matter will be handled going forward.

*The employer informed the employee that he/she is not permitted to contact the person who reported the matter or any other affected parties. If he/she still does so, it will be treated as a violation of confidentiality.*

*The employee has received the minutes of this meeting for review and has been given the opportunity to correct any statements he/she has made.*

*The employee confirms by signing this that these minutes are approved.*



## FEEDBACK TO PERSON ACCUSED OF SEXUAL HARASSMENT

### Option 1: No case of sexual harassment

*We have now assessed all the information that we have obtained. The conclusion is that we do not consider this to be a case of improper conduct on your part.*

*Open for questions, reactions...*

*The documents pertaining to the matter will be destroyed, meaning that they will not be filed in your personnel file.*

*The person/s that reported the matter/s will be informed by email that the case has been processed and of the decision.*

*Do you have any questions?*

*I must remind you that retaliation against the person who reported the case is a serious offence.*

*I appreciate this has been a difficult time.*

*If you should need our help or to speak to us at [INSERT COMPANY NAME], or if you would like guidance on how to access support services, please do not hesitate to get in touch.*

### Option 2: No case of sexual harassment – but problematic behaviour

*We have now assessed all the information that we have obtained. The conclusion is that we do not consider this to be a serious a matter on your part with any personnel-related consequences for you.*

*The report/s we have received, however, show that your behaviour is perceived as bothersome and problematic. We request that you take these signals seriously.*

*(For calls - open for questions, reactions...)*

*We emphasise that the documents relating to this case will not be filed in your personnel file with the company.*

*The person/s that reported the matter/s will be informed by email that the case has been processed. Only the recipient of your behaviour will be informed of the decision and outcome.*

*I must remind you that retaliation against the person/s who reported the case is a serious offence.*

*Do you have any questions?*

*I appreciate this has been a difficult time.*

*If you should need our help or to speak to us at [INSERT COMPANY NAME], or if you would like guidance on how to access support services, please do not hesitate to get in touch.*

### Option 3: A clear case of sexual harassment

*I hope you are doing well. I fully understand that this is a difficult situation.*

*We have now assessed all the information that we have obtained. The conclusion is that we consider this to be a serious a matter on your part, that will have personnel-related consequences for you.*

*The report(s) we have reviewed show that your behaviour is perceived as bothersome and problematic. We request that you take these signals seriously.*

*As you know, [INSERT COMPANY NAME] has a zero tolerance policy when it comes to unwanted sexual attention and/or sexual harassment. Therefore, we have concluded that we have to respond by issuing you with [INSERT DISCIPLINARY MEASURE].*

*(For calls - open for questions, reactions...)*

*You have the right to appeal to this decision within [INSERT TIME PERIOD].*

*The documents pertaining to this case will be filed in your personnel file with the company.*

*The person/s that reported the matter/s will be informed by email that the case has been processed. Only the recipient of your behaviour will be informed of the the decision and outcome.*

*I must remind you that retaliation against the person who reported the case is a serious offence.*

## FEEDBACK TO PERSON WHO HAS BEEN SEXUALLY HARASSED OR PERSON MAKING SEXUAL HARASSMENT COMPLAINT

*We have now investigated the matter in question by talking to you, any other affected parties, and witnesses as well as the person accused. [INSERT COMPANY NAME] has concluded that there is no case/a clear case/a clear case of serious [DELETE APPROPRIATE] sexual harassment resulting in [INSERT DISCIPLINARY MEASURE] of the person accused.*

*You have the right to appeal to this decision within [INSERT TIME PERIOD].*

*If no appeals are made by either party, [INSERT COMPANY NAME] will consider the matter concluded in accordance with the applicable laws and guidelines.*

*(For calls - open for questions, reactions...)*

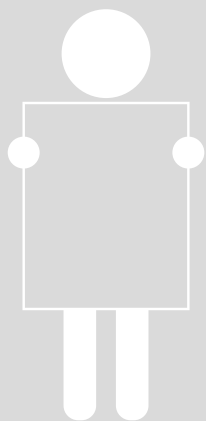
*I appreciate this has been a difficult time.*

*If you should need our help or to speak to us at [INSERT COMPANY NAME], or if you would like guidance on how to access support services, please do not hesitate to get in touch.*

*By reporting this you have helped us in our work to secure a safe working environment. Thank you again for your help.*

## Sexual harassment awareness poster

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You will find a poster inserted at the back of this guide. It is designed as a visual awareness and sensitisation tool for media organisations and aims to prevent sexual harassment and encourage reporting of incidents.

The poster highlights key rights, definitions and example behaviours. Ideally, the poster should accompany or reinforce proper sensitisation training or workshops for all employees.



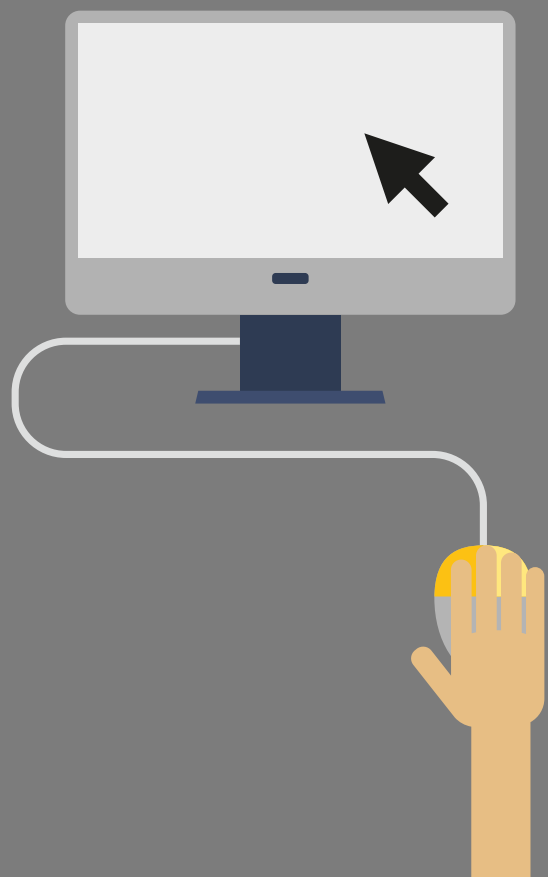
**Place the poster in a public place/s in your newsroom and any other onsite spaces.**

If you require further copies you can contact the WIN team in your region, or download it from the WIN website.

[WWW.WOMENINNEWS.ORG/RESOURCES](http://WWW.WOMENINNEWS.ORG/RESOURCES)

# 6.

## USEFUL LINKS





## Online harassment

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### **Online pest control for journalists**

<http://www.troll-busters.com/>

### **Countering Online Abuse for Female Journalists, OSCE, 2016**

<https://www.osce.org/fom/220411?download=true>

## Safety in the field

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### **Safety Guide for Journalists (Chapter 3, Section 7), Reporters Without Borders/UNESCO, 2015**

[https://rsf.org/sites/default/files/guide\\_journaliste\\_rsf\\_2015\\_en\\_0.pdf](https://rsf.org/sites/default/files/guide_journaliste_rsf_2015_en_0.pdf)

### **Let's Talk: Personal Boundaries, Safety & Women in Journalism, DART Center for Journalism and Trauma, 2017**

<https://dartcenter.org/resources/lets-talk-personal-boundaries-safety-women-journalism?section=2>

## Sexual harassment

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### **Stop Sexual Harassment Project, Hivos**

[https://www.hivos.org/sites/default/files/stop\\_sexual\\_harassment\\_project\\_0.pdf](https://www.hivos.org/sites/default/files/stop_sexual_harassment_project_0.pdf)

### **Harass Map (Egypt)**

<https://harassmap.org/ar/laws>

### **Declaration on Fundamental Principles and Rights at Work, International Labour Organisation**

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---declaration/documents/publication/wcms\\_decl\\_fs\\_96\\_en.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_96_en.pdf)

### **Let's Talk: Personal Boundaries, Safety & Women in Journalism, DART Center for Journalism and Trauma**

<https://dartcenter.org/resources/lets-talk-personal-boundaries-safety-women-journalism?section=2>

### **Time's Up Legal Defence Fund**

<https://www.timesupnow.com/>

### **67 Resources for Sexual Assault Survivors Who Aren't Sure Where to Turn, Greatist**

<https://greatist.com/live/sexual-assault-survivor-resources>

### **How Digital Harassment of Female Journalists Threatens Freedom of Expression, MediaShift**

<http://mediashift.org/2018/02/digital-harassment-female-journalists-threatens-freedom-expression/>



# Women in News ADVISORY

The Women in News Advisory is a new division of Women in News (WIN). It delivers **bespoke, in-house advice and training services** on key operational and management issues to help media improve their gender balance track record and achieve operational excellence.

This focus on gender balance is not just about human rights and social responsibility. **Gender balance makes business sense for media organisations.** Organisations that have women in leadership positions and that model strong, consistent gender balance tend to have better financial outcomes, be more innovative, and contribute to social stability in their communities.

## Who is eligible?

Currently the full suite of WIN Advisory services is offered exclusively to Women in News partners.

These are partners who have demonstrated a clear commitment to improve gender balance within their organisations, and the content they produce, by engaging in WIN capacity building or advocacy activities. They are based countries across sub-Saharan Africa and MENA, including: Egypt, Jordan, Lebanon, Palestine, Botswana, Kenya, Malawi, Rwanda, Tanzania, Zambia, Zimbabwe.

WIN Advisory services will be extended to non-WIN partners in early 2019.

## Services

WIN partners will have access to 3-5 of the following services over the course of a year:

### 1. GENDER BALANCE IN NEWS CONTENT

Practical training and toolkits to help your media improve gender balance in news content and production, designed both for media managers as well as newsroom staff.

This includes free access to WIN's new online Gender Balance Tool.

#### WIN Gender Balance Tool & Index



The Gender Balance (GB) Tool is an online tool that allows individuals or media organisations to analyse how gender balanced their content is.

Content is measured against eight key indicators which make up WIN's GB Index, a single scoring system. Using their online accounts, individuals and organisations can generate reports to analyse and track their own progress.

### 2. GENDER BALANCE IN ORGANISATIONS

Customised coaching with members of the executive team to develop a gender equality framework, including:

- Introducing sexual harassment policies and procedures
- Sensitisation training for media managers and newsroom staff
- Strategies for buy-in from the board level through to the newsroom
- Establishing gender diversity targets
- Establishing action plans
- Annual WIN Gender Balance Org Benchmark reports.

#### WIN Gender Balance Org Benchmark



The Gender Balance (GB) Org Benchmark is a simple measurement tool to help media organisations understand how gender balanced they are and to identify where gender challenges lie.

It is presented to WIN partners as a report and is updated on an annual basis, tracking progress over time. Data is compiled in a collaborative way, with WIN collecting and analysing data provided by WIN partners.

### 3. STRATEGIC BUSINESS PLANNING

Mid-level and senior managers will learn the fundamentals of how to build a business case and budget for internal projects and proposals. A crucial skill for any media professional on the management track.

### 4. CAREER MANAGEMENT STRATEGIES

Mid-level and senior level managers will work with WIN Coaches to develop their 3-5 year career paths within your organisation. The approach is based on WIN's individualised coaching curriculum.

### 5. MOBILE NEWS REPORTING

Editorial teams will learn new techniques to produce visual and editorial content for mobile to help develop their skills for new platforms.

While certain modules are developed with a female audience in mind, all training and workshops are open to both women and men.

#### EXTRAS

Upon completion, WIN partners will be given:

- Complimentary 12 month corporate membership to wan-ifra
- Complimentary enrolment of up to 20 high potential mid level managers to the win online media management foundation year course developed for win by frayintermedia.

WIN Advisory services are **free of charge** for WIN partners, thanks to generous support from the Swedish International Development Cooperation Agency (Sida).

Contact : [advisory@womeninnews.org](mailto:advisory@womeninnews.org)

[WWW.WOMENINNEWS.ORG](http://WWW.WOMENINNEWS.ORG)

