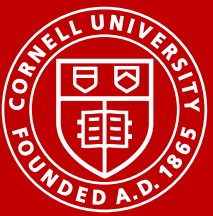


# **Social Movements and HR:** *The Impact of #MeToo*

David Boyle  
and  
Amanda Cucchiara

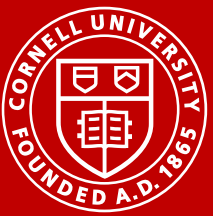


# Research Questions

How has the #MeToo movement impacted

1. Culture
2. Leadership
3. Policies
4. Training
5. HR Profession

at CAHRS companies?



# Interview Methodology

## **33** CAHRS Partner Interviews

**13** Industries

**46** Interviewees

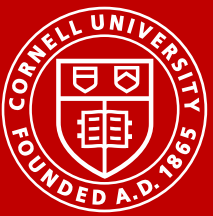
**17** *Employee Relations*

**11** *Diversity & Inclusion*

**10** *Legal*

**7** *Human Resources*

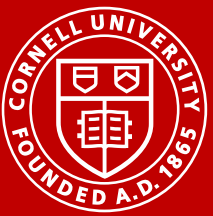
**2** *Ethics & Compliance*



# Survey Methodology

**32** CAHRS Partner Surveys

**20** Questions



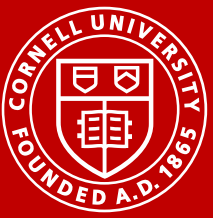
# Research Methodology

CAHRS Partner Policies

Academic Studies

Legal and Public Policy Resources

Practitioner Resources



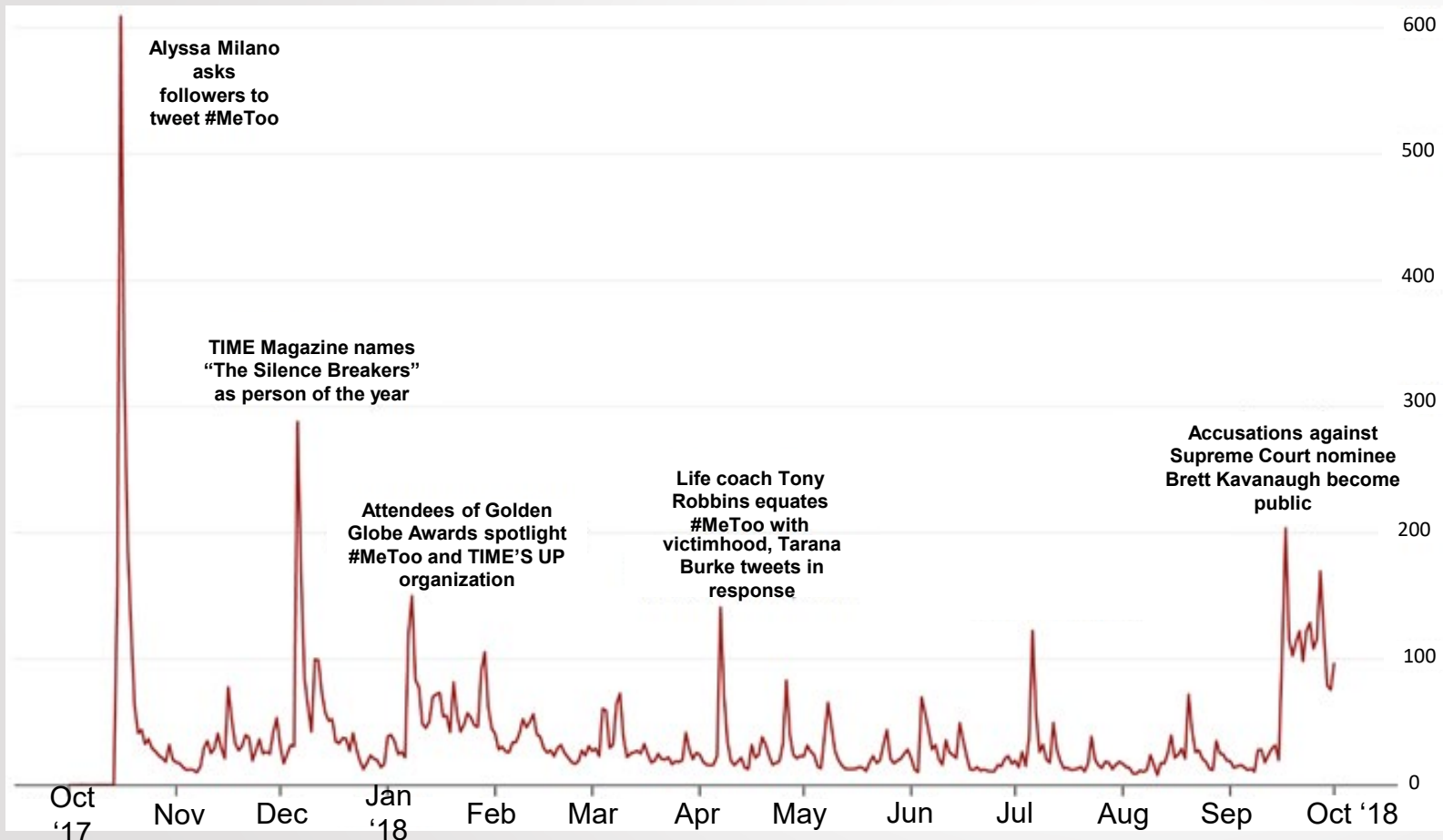
# Outline

1. Introduction to #MeToo
2. Culture
3. Leadership
4. Policy
5. Training
6. Summary and Q&A

# About #MeToo

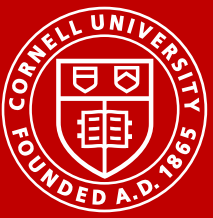


# #MeToo Twitter Mentions



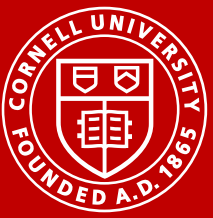
Source: Bloomberg



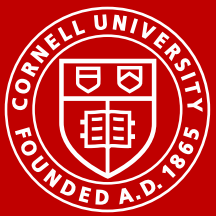


# Findings

- Culture
- Leadership
- Policy
- Training

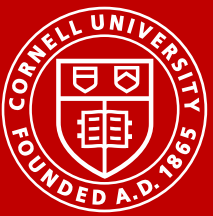


# CULTURE



# Cultural Values



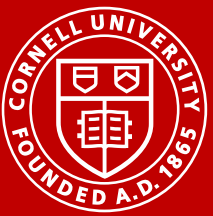


# Interpretations of Culture

“If you define culture as shared values and traditions, ownership should not be just 1 person.”

“Our people are our everything.”

“Harassment boils down to a respect issue.”



# Cultural Changes

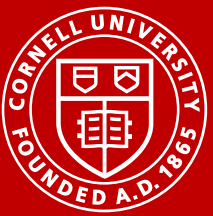
79% of firms reported **changes in culture** since the #MeToo movement:

**42%** *Enhanced Dialogue*

**35%** *More Awareness*

**23%** *Proactive Procedural Review*

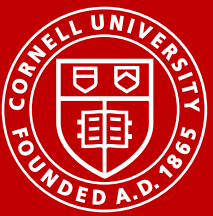
**19%** *Leader Buy-in*



# Reporting Culture

**35%** of firms reported **increases in the number of sexual harassment reports** since the #MeToo movement:

- **82%** *Slightly Increased*
  - **18%** *Doubled*



# Cultural Opportunities

49% of firms see **areas of cultural growth** due to the #MeToo movement:

**56%** *Welcoming Feedback*

**35%** *Identifying Root Behaviors*

**25%** *Encouraging Whistleblowing*

**19%** *Ensuring Psychological Safety*

# Global Cultural Issue

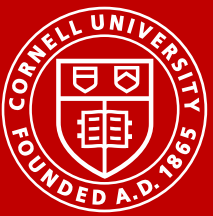
**13%** of firms experienced  
**pushback from global branches:**

“This is a US issue  
... a US response  
to a US problem.”

“This is a US issue.  
It’s not our  
problem.”

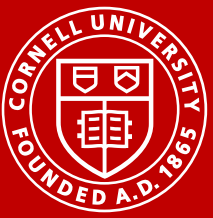
“Some US employees on  
global teams experience  
some of these behaviors  
from employees in other  
countries, and they report it  
to US offices.”



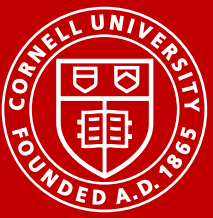


# Culture Recommendation

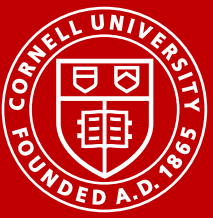
- Protect against the **chilling effect**.
- Do not hesitate to **remove sexual aggressors**.
- Choose **purpose-driven partners**.
- Seek **feedback in engagement surveys**.



# Q & A

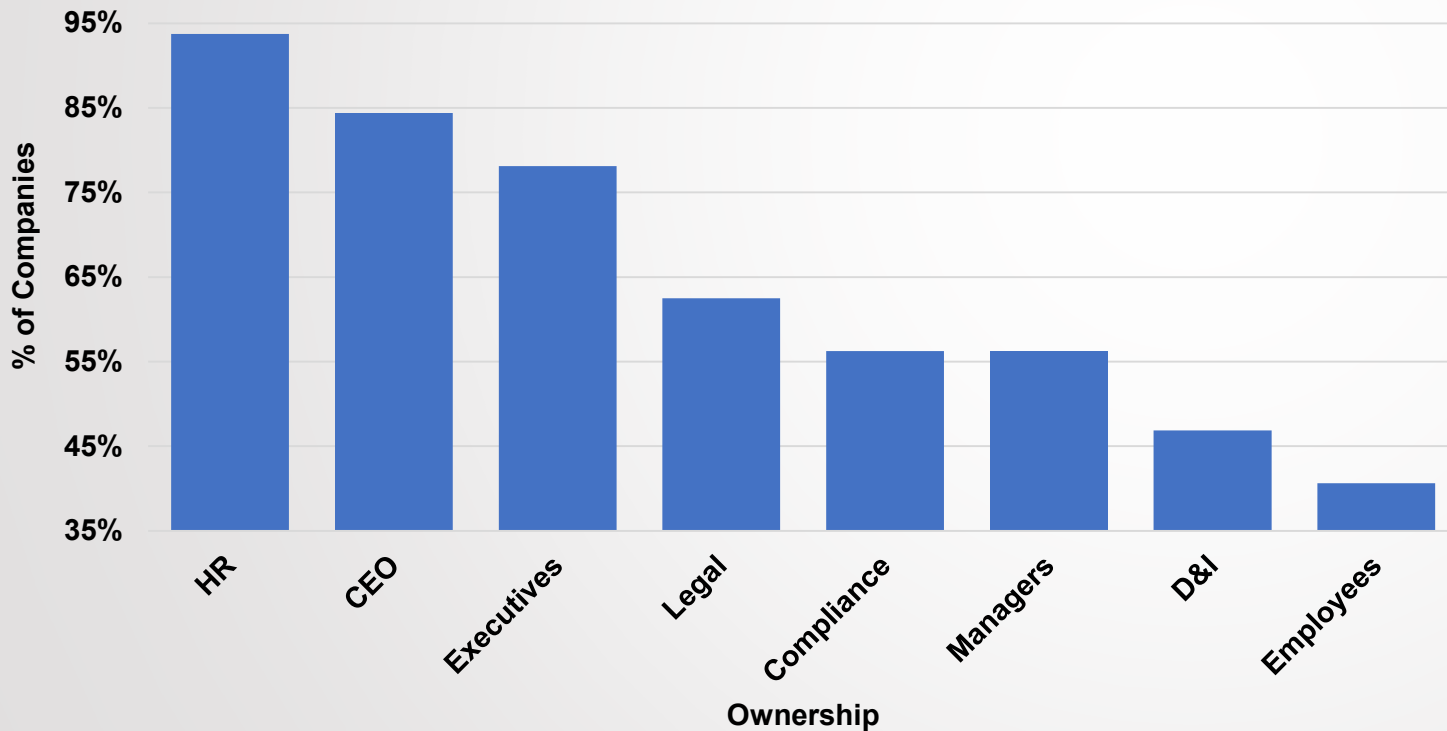


# LEADERSHIP



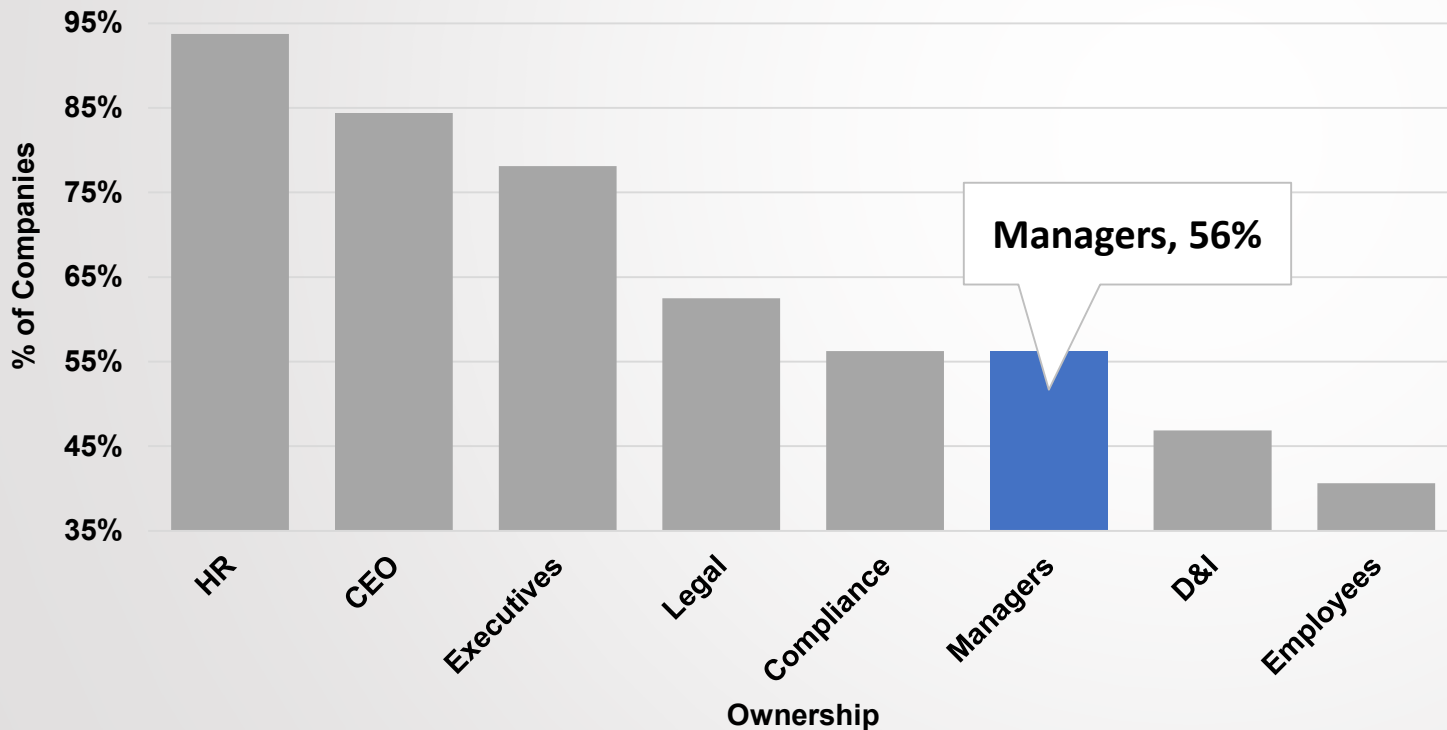
# Prevention Ownership

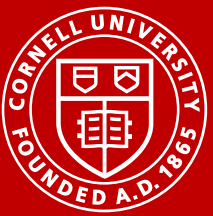
Responses to “Who takes ownership of sexual harassment prevention in your company?”



# Prevention Ownership

Responses to “Who takes ownership of sexual harassment prevention in your company?”



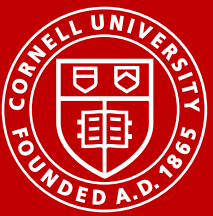


# Leadership Profile

For companies that said the CEO owns sexual harassment prevention...

**63%**

*said managers **also** own it*



# Leadership Profile

For companies that said the CEO owns sexual harassment prevention...

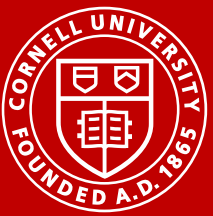
**63%**

*said managers also own it*

For companies that said Compliance owns sexual harassment prevention...

**89%**

*said managers **also** own it*



# Leadership Profile

For companies that said the CEO owns sexual harassment prevention...

**63%**

*said managers also own it*

For companies that said Compliance owns sexual harassment prevention...

**89%**

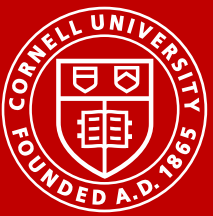
*said managers also own it*

For companies that said D&I owns sexual harassment prevention...

**93%**

*said managers **also** own it*





# Leading Dialogues

64%

of companies said  
**HR drives the conversation**  
around #MeToo and sexual harassment prevention

55%

of companies said their  
**CEO or executives drive conversation**  
around #MeToo and sexual harassment prevention

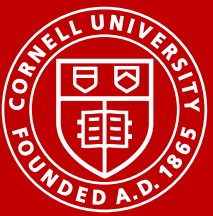
12%

of companies said they  
**don't have any dialogue**  
on #MeToo and sexual harassment prevention

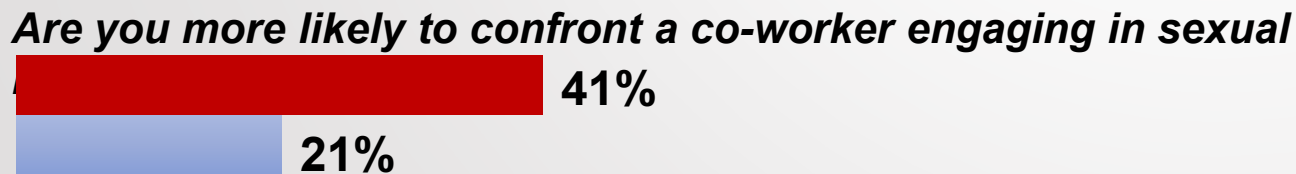
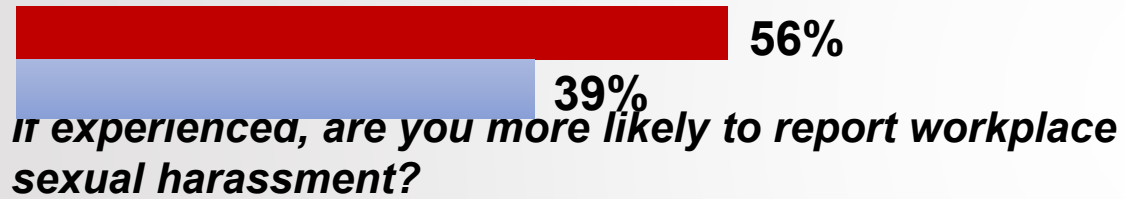
"We try to encourage open dialogue..."

"We expect our managers to continue the dialogue within their sphere of influence."

"We need to have this dialogue in the workplace."



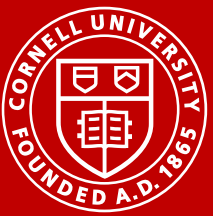
# Female Senior Leadership



Source: [American Psychological Association](#)

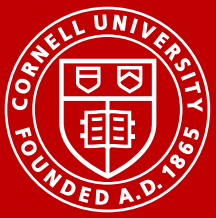
Key:



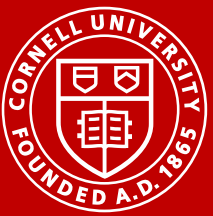


# Leadership Recommendations

- Consider further moves towards **gender representation**.
- Embed **ownership at all levels**.
- Include **expectations in performance objectives**.
- Invite leaders to **lead organizational discussions**.



# POLICY

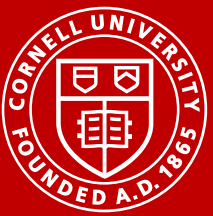


# Policies

**97%** of firms had a sexual harassment policy for **employees**

**77%** of firms had a sexual harassment policy for **contract workers**

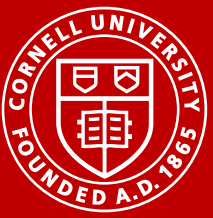
**58%** of firms had a sexual harassment policy for **third parties**



# Policy Type

**90%** of firms  
**did not have a strict zero tolerance**  
sexual harassment policy

**10%** of firms  
**had a strict zero tolerance**  
sexual harassment policy



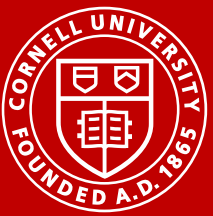
# Policy Revisions

**43%** of firms revised  
**within the past 6 months**

**33%** of firms revised  
**within the past 6 – 12 months**

**17%** of firms revised  
**within the past 1 – 3 years**

**7%** of firms revised  
**more than 3 years ago**



# Policy Reinforcement

61% of firms reinforce policies **annually**

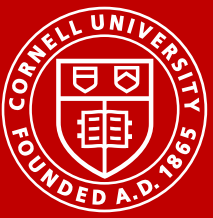
21% of firms reinforce policies  
**less than annually**

6% of firms reinforce policies **quarterly**

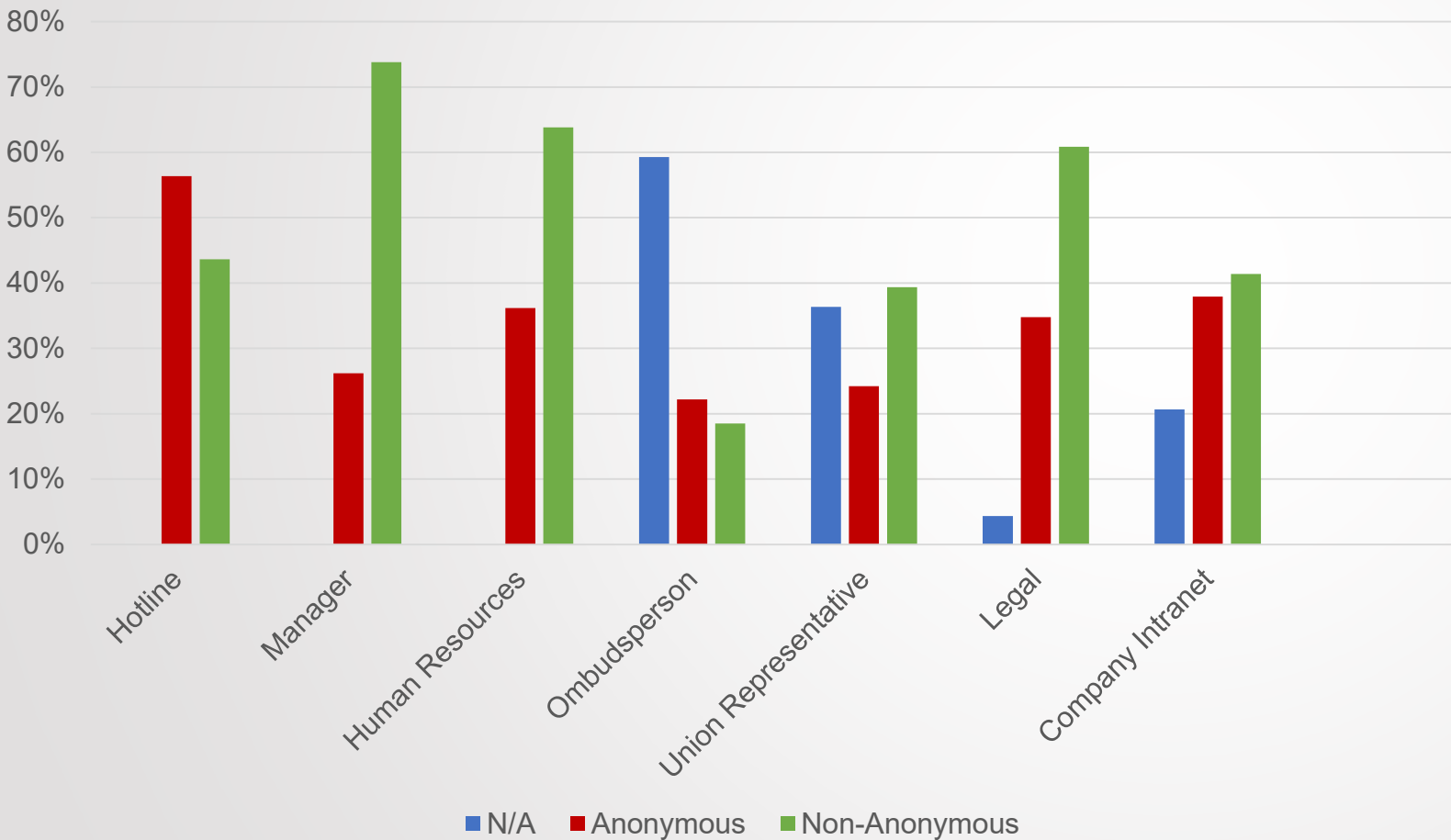
6% of firms reinforce policies **semiannually**

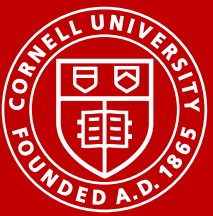
3% of firms **do not reinforce policies**





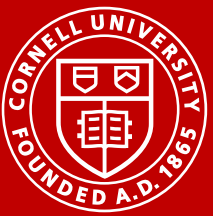
# Reporting Mechanisms





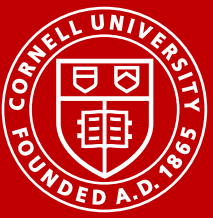
# Policy Recommendations

- ❑ Make it **global** with **room for local interpretation**.
- ❑ Include language on a **bystander's obligation to report**.
- ❑ Ensure **non-office coverage**, including **social media**.
- ❑ Keep **language friendly** and **simple**.
- ❑ Consider **alignment with related policies**.
- ❑ Monitor **external trends** and **review frequently**.

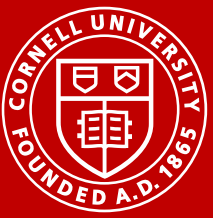


# Reporting Recommendations

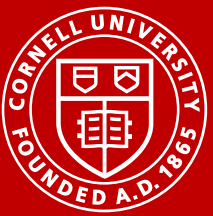
- Have **multiple points-of-contact**.
- Consider **reporting apps**.
- Explore an **organizational ombudsperson**.



# Q & A



# TRAINING

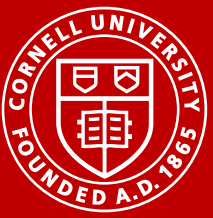


# Training Programs

**97%** of firms had a sexual harassment training for **employees**

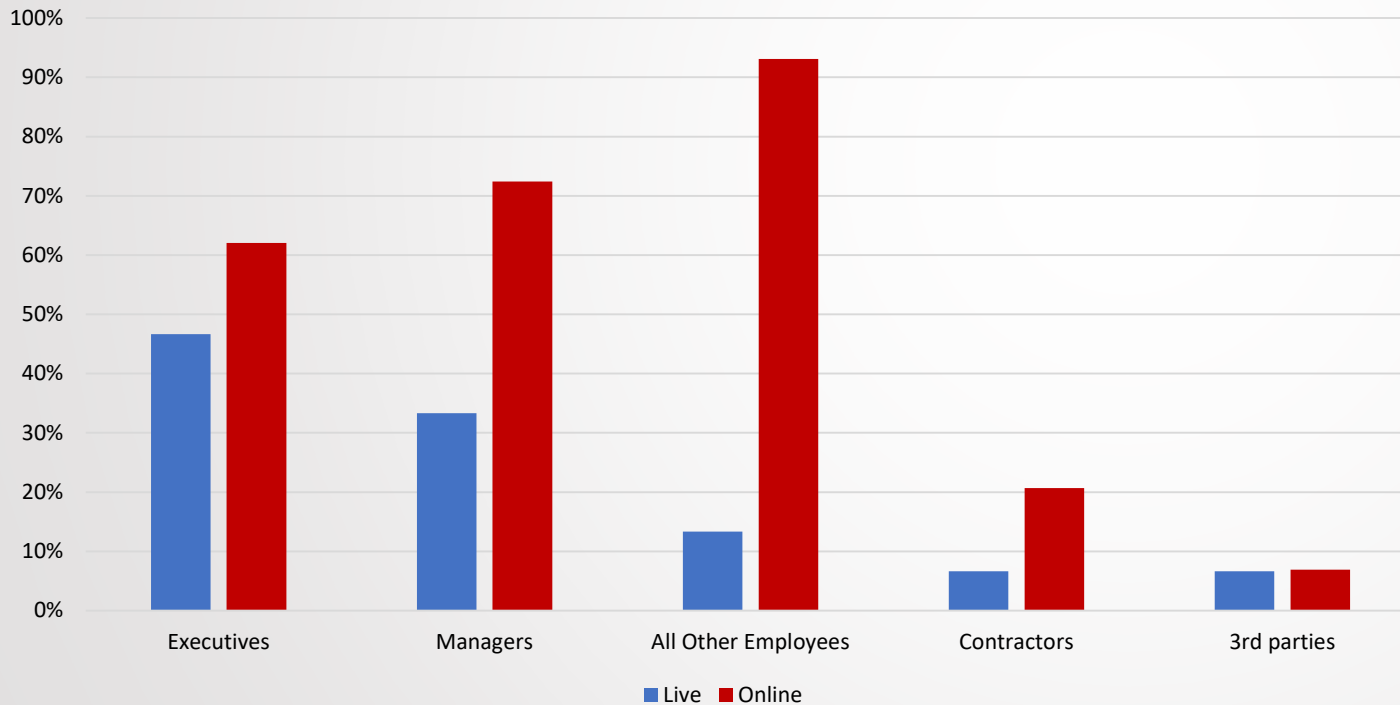
**22%** of firms had a sexual harassment training for **contract workers**

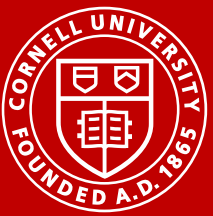
**10%** of firms had a sexual harassment training for **third parties**



# Training Programs

% of firms that provided sexual harassment prevention training to specific populations

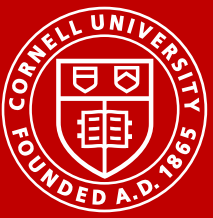




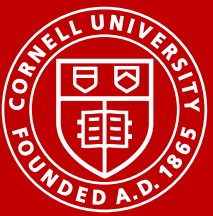
# Training Recommendations

- Make training **mandatory for all**.
- Ensure training is **in-person** and **often**.
- Train **employees** and **supervisors separately**.
- Address **managerial capacity**.
- Include **bystander intervention** and **civility** training.
- Remember the **transfer environment**.
- Consider **VR technology**.



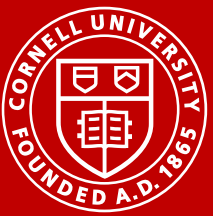


# SUMMARY



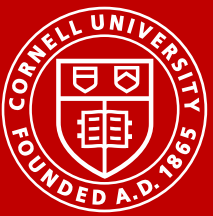
# Innovative Practices

- ❑ One firm **publishes anonymized case outcomes.**
- ❑ One firm provides an **advice hotline** and **chatbot.**
- ❑ One firm created a **#MeToo cross-functional HR team.**
- ❑ One firm's **C-Suite leads inclusion** initiatives.
- ❑ One firm **encourages debate** on difficult topics.
- ❑ One firm **invited the #MeToo founder** to host an event.
- ❑ One firm **co-created policies with employees.**



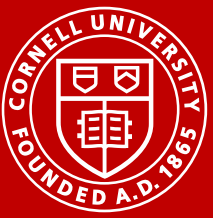
# HR Implications

- ❑ Consider **upskilling Employee Relations**.
- ❑ Explore **predictive analytics** to determine patterns.
- ❑ Tackle the **gray area**.
- ❑ Enhance **messaging in remote locations**.
- ❑ Deliver on the **employee experience**.
- ❑ Determine **optimal organizational transparency**.



# Thank You Partners!

- |                      |                   |                 |
|----------------------|-------------------|-----------------|
| Accenture            | Ecolab            | Merck           |
| Amazon               | Estée Lauder      | MetLife         |
| AstraZeneca          | General Mills     | PepsiCo         |
| Boehringer Ingelheim | Hershey           | Polaris         |
| Boeing               | Hewlett Packard   | Protective Life |
| Boston Scientific    | Enterprise        | Shell           |
| Bristol-Myers Squibb | HP                | Terex           |
| Cardinal Health      | IBM               | TIAA            |
| CDW                  | Ingersoll Rand    |                 |
| Chevron              | JPMorgan Chase    |                 |
| Cigna                | Lincoln Financial |                 |
| CIT                  | Mastercard        |                 |
| DowDuPont            | Medtronic         |                 |



# Q & A