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It is estimated that 76% of Canadian employers specifically have some form of Sexual Harassment Policy. (That's not even including the broader Respectful Workplace Policies.)

It is also estimated that 60% of Canadians have experienced some form of harassment, with 42% indicating that it occurred within the last 2 years.

<https://www.canada.ca/en/employment-social-development/services/health-safety/reports/workplace-harassment-sexual-violence.html>

Respectful workplaces from the real world...

1. Aligning our words and actions.
2. The bystander effect.
3. Fostering collaboration over opposition.
4. Establishing healthy expectations about confidentiality.



#1: Aligning our words and actions

- ✓ Significant disconnect between what we say and do in the workplace.
- ✓ A recent Canadian C-Suite survey revealed that 94% of the executives didn't think harassment was an issue in their workplace.

<http://www.gandalfgroup.ca/downloads/2017/C-Suite%20Report%20Q4%20December%202017%20tc2.pdf>

- ✓ We have to be objective about our circumstances.
- ✓ **Anecdotes tell you where to look. Data tells you what to do about it. (But make sure it's the right data.)**
- ✓ **If you want to change your culture, you have to demonstrate why change is necessary.**

#2: Empower the bystanders

- ✓ We know that power and authority is often a significant factor in harassment cases and toxic work environments.
- ✓ In your policies and conduct, empower the bystanders to take action, and hold them accountable to do so.
- ✓ Change your policy language to reflect the power differential.
- ✓ **If you want to boil the pot, turn up all the burners around it.**

#3: Foster collaboration over opposition.

- ✓ Coach, train, empower and reward every employee on how to have difficult conversations. You must practice.
- ✓ Encourage “nipping the problem in the bud” and informal resolution of issues *when appropriate and reasonable*.
- ✓ Examine, reveal and tackle your subconscious biases. (We all have them!)
- ✓ <https://implicit.harvard.edu/implicit/canada/>
- ✓ Practice healthy criticism.

#4: Establish healthy expectations about confidentiality upfront

- ✓ In a formal investigation, absolute confidentiality cannot and should not be guaranteed, except in limited circumstances.
 - ✓ Disclosure between Victim and Accused;
 - ✓ Identifiable investigation team;
 - ✓ Statutory disclosure (ex. OH&S);
 - ✓ Reports to police.
- ✓ Clearly set expectations in your policy, and educate your teams.
- ✓ **Education = Expectations + Reality.**



Communication is Culture.

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