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**#WeToo:  
Is Your Organization Ready to Respond Properly  
To Allegations of Sexual Harassment?**

2019 Compliance & Ethics Institute

Cedric Bourgeois  
Principal Investigator – UNESCO

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**What are we talking about?**

Sexual harassment

Sexual abuse

Sexual exploitation

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**We are all objective professionals, aren't we?**

**Should all 15 year-old girls be proposed to receive prescriptions for contraceptive pills independently of the consent of their parents?**

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**Let's build our first-response plan**

**Colleague enters your office with allegations of sexual harassment and sexual assault by her manager.**

**What are the first 5 things you do?**



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## Let's build our first-response plan

### Listen!

- Let pressure go down
- « Tell me what happened »
- Follow-up with echo, active silence, « and after? »
- Identify what the victim wants or needs



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## Risks associated with interviewing victims

**Convey expectations or judgement through « why » and « did you » questions**

**Suggestive interviewing, increased by the temptation to ease things when confronted with an overload of emotions**

**Victimize twice**

**Loose time**



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**Serious crime - recent event?**

**Avail of medical assistance**

**Involve law enforcement immediatly to secure evidence and follow instructions**



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**The power of empathy**

<https://youtu.be/1Evwgu369Jw>

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**How will you protect the complainant/affected person?**

**During the investigation?**

**After the investigation?**



**How will you protect the subject of the investigation?**

**During the investigation?**

**After the investigation?**



**Considering an internal investigation?**

**Collect testimony of the victim**

**Identify potential witness: direct, indirect, circumstantial**

**Secure evidence: ICT incl. logs, CCTV, access control...**

**Beware of suggestive interviewing and mobbing effect before interviewing witnesses**



**What to look for?**

**Two people behind closed doors. “He said, she said”**

**What evidence will you look for?**





**By-stander awareness video - University of Bath**

[https://youtu.be/\\_GKXBw6s2PA](https://youtu.be/_GKXBw6s2PA)

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**Zero tolerance policy**

**What does it mean?**

**Every allegation is taken seriously**

**Established sexual harassment or assault triggers termination**

**ZERO TOLERANCE POLICY**

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### Press calling...

Hi Cedric, It's Marcus from Spiegel Magazine.

I am reporting on the accusations of sexual harassment against one of your senior managers. I have heard the victims reported the events to the Company and wanted to know what you have done since?



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### Lessons learned...

PSEA provisions added to partners agreements, along with AML, CTF, child labor, land mines,...

*But the best policies will not work unless we address...*

Difficulty to manage emotions of investigation participants: victim, alleged harasser, witnesses

Everybody has vulnerabilities, so does the victim...

Every allegation needs to be taken seriously

Bystander training

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**ZERO TOLERANCE  
FOR SEXUAL EXPLOITATION  
AND ABUSE**



**Stop, prevent, protect**

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