

CBRE

ETHICS & COMPLIANCE

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

YEAR 2021



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Profiling Question

In order to tailor this course content to your needs, please answer two brief questions. Your answers will allow us to deliver content relevant to your role as well as any necessary state-specific policies with which you must comply.

Are you a people manager and directly responsible for other employees?

Select your choice, then select "SUBMIT".

Yes

No



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Profiling Question

Do you work and/or supervise employees who work in any of the following locations?

Please select the appropriate location(s) from the list. Select all that apply. If you do not work or supervise anyone in any of these locations, select "Other."

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> California | <input type="checkbox"/> New York City |
| <input type="checkbox"/> Connecticut | <input type="checkbox"/> Puerto Rico |
| <input type="checkbox"/> Delaware | <input type="checkbox"/> U.S. Virgin Islands |
| <input type="checkbox"/> Illinois | <input type="checkbox"/> Canada |
| <input type="checkbox"/> Maine | <input type="checkbox"/> Other |
| <input type="checkbox"/> New York | |

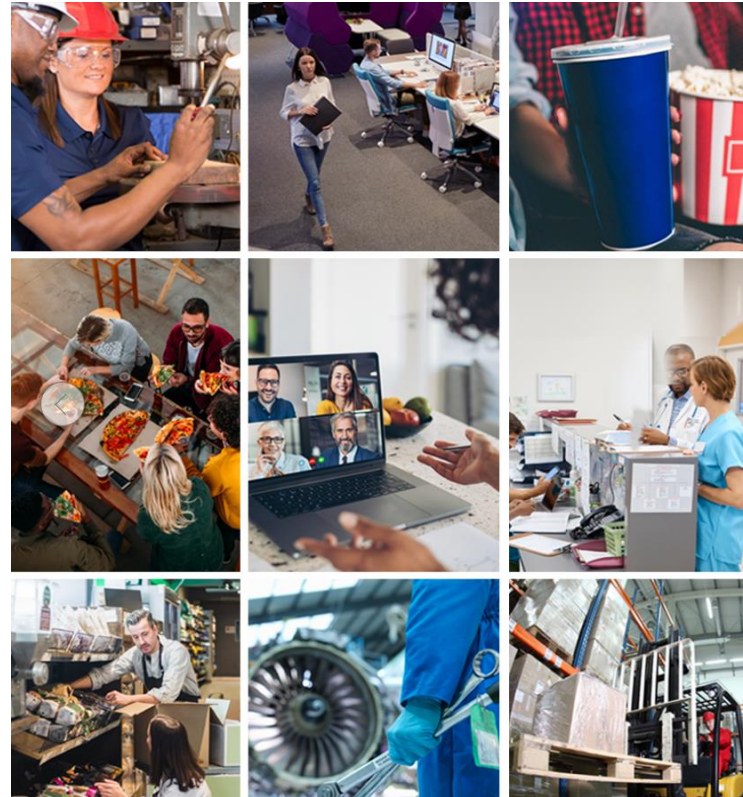


DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

In this Section...

A workplace can take many forms: a manufacturing floor, an office, a movie location, a restaurant, and now—more frequently—a virtual space. We all have a role to play in creating and maintaining a respectful workplace. The ideal workplace prevents sexual harassment from occurring, but, as we're continually reminded by high-profile reports of harassment, fostering a harassment-free environment remains an ongoing challenge in every kind of workplace.

In this training, you will learn how to prevent sexual harassment. You will also learn how to spot it—and other forms of harassing, offensive, and discriminatory behavior—and how to respond when it occurs.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Voice of the People: Examining Harassment in the Workplace

Do you think that harassment is still a problem?

Harassment is definitely still a problem.

Yes.

Yes.

Yes, certainly.

I think so.

Yes.

Yes, I do.

Yes, most certainly.

Yes.

100% yes.

It's something that we've got to fight. And not just one individual, one organization, every one of us play a role in fighting this.



Is harassment fixable?

Man, that's a loaded question.

I don't think it's a quick fix. I think it's definitely addressable.

I believe that it is fixable. And the reason I say that is because I believe in the good in people.

Oh yes, I believe it is.

I think it's a difficult problem, and I think that people are definitely entrenched in their viewpoints.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

What will it take to fix it?

Part of it, I think, is the confusion around what harassment is.

Everyone has their own biases. Those biases come from lack of understanding.

For instance, not understanding a different culture, education, background, race, or gender.

When that happens it's easy to develop discrimination and prejudice.

And discrimination and prejudice can lead to hostility.

A little bit of empathy, I believe, goes a long way.

I think it takes changing our culture and the way we look at work.

Yes, it is. You just need to change your culture, and above all the culture of relationships among genders.

Whatever company you have, this should be one of your #1 priorities, that your employees are feeling safe to be who they are.

It's the bosses' job to be very clear that any form of harassment is not... We have no tolerance for that in the workplace.



Becoming uncomfortable, and then doing a lot of unlearning and relearning.

There's a saying in Native American, and I know other cultures, that your thoughts, how you feel, become your actions, and your actions are, you know, your character.

And that's exactly the thing. If you would self-reflect, "How am I affecting other people?" then that in turn will change your character.

It takes work, work that comes from deep within.

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The New Job

Shikha just moved to the big city for the job of her dreams at a start-up. She knows her job is going to be challenging and she's going to work harder than she ever has before. The good news is this position is an excellent opportunity in an industry she's been trying to get into for a while.

The First Day

Shikha enters her new boss's office. Dan, her boss, and Mike, a colleague, are already there. Dan is conducting an online meeting with other team members.

SHIKHA: Whew, good morning. I had no idea it would take me so long to get from my apartment to work. I'm so sorry I'm a little bit late.

DAN: Hey there, no problem. Look, I want to get you right into the action. Sit down. Can you take notes?

DAN: So, as I was saying, this new product launch needs to get done right. I want to introduce you to Shikha, who just started, well, a couple of minutes ago. She's our new marketing manager, and I'm sure she'll bring lots to the table. [Dan winks at Shikha.]

SHIKHA: Hi everybody. I'm so excited to be here and can't wait to hear more about the product.



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What Just Happened?

Shikha's excitement quickly turned to embarrassment at Dan's expectation that she'd take the meeting notes, and she's confused that he winked at her.

Sure, she has to learn. Maybe taking notes is a good way to do that. Dan's wink, though, continues to bother her.

Explore each item.



Is Shikha's confusion justified?



Why should we care?



What is your role?

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Is Shikha's confusion justified?



According to the legal standards for sexual harassment in the U.S., what matters is how the messages are interpreted both by Shikha and by a "reasonable person" in Shikha's position. Elsewhere in the world, the question of whether Dan infringed on Shikha's dignity might be taken into account.

Why should we care?



Continuous reports exposing high-profile harassers make clear that sexual harassment is an ongoing challenge throughout the ever-expanding world of work. The #MeToo movement has spread throughout much of the world and has led to changes in perception and treatment of sexual harassment in many countries.

Those same reports also underscore the importance of fostering an environment in which all employees are respected and treated with dignity.

What is your role?



At our company, maintaining such an environment is an important goal. You have an important role to play in achieving that goal. You are expected to:

- avoid harassing or discriminatory behavior, and
- take appropriate steps if you experience or witness any form of harassment.

When everyone works together to create an atmosphere of dignity and respect, all employees, and the entire company, will thrive.

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What You Will Learn

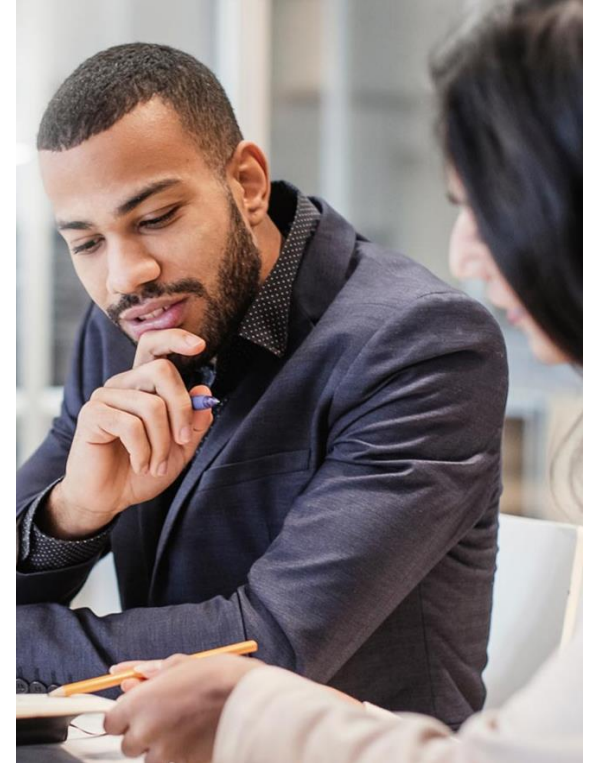
In this training, you'll learn what you need to know so that you can help prevent, and if necessary, respond to sexual harassment and discrimination in the workplace.

Select each item to learn more.

How to Recognize Harassment and Discrimination:

We all want the opportunity to do our best work—and this is only possible when we are working in an environment of mutual respect. We are all responsible for fostering a workplace environment that encourages respect and protects the dignity of all our fellow employees.

You'll learn how to spot sexually harassing behavior as well as other harassing, discriminatory, or bullying behavior. Sometimes it can be very subtle—so it's important to understand and recognize situations that could be considered offensive.



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Understanding the Damaging Effects of Harassment:

Sexual harassment, discrimination, and bullying in the workplace all create a toxic environment. They hurt victims, but also bystanders and witnesses. This has lasting effects on productivity, revenue, and our reputation with our customers.

Sexual harassment and discrimination are also illegal, and both criminal and civil penalties may apply to the individual and the company. Our company policies reflect these legal requirements and are there to protect everyone involved.



What to Do If You Experience or Witness Harassment:

Harassment, bullying, and discrimination are never acceptable. Every employee deserves to be treated with dignity.

Our company's goal is to provide a safe environment. If you experience or witness inappropriate behavior, there are systems and policies in place to help you stop it and report it.

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Supervisor Responsibilities

Your Responsibilities as a Supervisor

As a leader in our company, you have additional responsibilities for helping guard against sexual harassment, discrimination, and offensive behaviors in the workplace.

Fifty-eight percent of employees who quit a job due to workplace culture said that their managers were the main reason they ultimately left.

Your role directly impacts if an employee stays and the profitability of the company. You help create a culture of respect—a place people want to work!

As a supervisor, you are viewed as acting on the company's behalf. You and the company can be held liable for your decisions and actions if you allow discriminatory and harassing behaviors.

Explore each item.



Encourage Appropriate
Work Practices



Identify Unacceptable
Behavior



Handle Complaints



Prevent Retaliation

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Encourage Appropriate Work Practices



Promote a respectful company culture by encouraging appropriate work practices, following the company's workplace respect policies, and providing training where necessary. Be a good role model and always treat others with respect.

Identify Unacceptable Behavior



Sexual harassment, bullying, or discrimination can happen to anyone at any time—in the physical workplace or when working from home or outside of the workplace at company events.

Sometimes it can be very subtle—so it's important to understand and recognize situations that could be considered harassment, discrimination, or bullying.

Handle Complaints



You are expected to know what to do if an employee comes to you with a harassment, bullying, or discrimination complaint.

Maintaining confidentiality and trust is key to supporting a culture where employees feel comfortable raising concerns. While confidentiality cannot be guaranteed during an investigation, you must make every effort to protect all individuals involved.

Prevent Retaliation



It is illegal to retaliate against an employee because they report harassment or discrimination, or because they participate in an investigation of such conduct. As a manager, you will need to protect those involved and maintain a culture where employees feel comfortable speaking up without fear of retaliation.

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In this Section...

Shikha was confused by Dan winking at her. She felt undervalued when he asked her to take meeting notes—that's not part of her job as a marketing manager. How should she interpret his behavior? How should she respond?

Shikha isn't sure that Dan's behavior qualifies as sexual harassment, but she does know that something isn't right, and she feels disrespected and violated.

This section defines sexual harassment and describes the laws and company policies that prohibit sexual harassment and discrimination.



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Dignity and Respect

Our company's goal is to foster an environment where you and every employee feel empowered to contribute to the best of your abilities.

Sexual harassment and other forms of harassment and discrimination are not consistent with a positive work environment.

You—and all employees—are expected to uphold a standard of professional conduct that is conducive to a respectful workplace.

Explore each item.

Sexual Harassment:

Most definitions of sexual harassment include any situation in which you are subjected to unwelcome comments, advances, requests for sexual favors, or gestures because of your sex, sexual orientation, or gender identity.

Even if the offensive conduct is subtle or implied through innuendo, it may be unlawful if a reasonable person in the individual's position would consider it to be harassment.

A single incident of inappropriate sexual behavior may be enough to rise to the level of sexual harassment.



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Worldwide Respect:

In countries around the world, legal definitions of sexual harassment are similar but may include somewhat different or additional terms, such as violating personal dignity, humiliation, or psychosocial risk.

Cases where individuals have been discriminated against for taking allowable benefits, such as maternity or paternity leave, may also fall under the category of sexual harassment.

Even if you are only working in one country, considering the broader definitions used throughout the world can help you identify what might be offensive or inappropriate behavior.

Sexual Orientation and Gender Identity:

A common misperception about sexual harassment is that only men sexually harass, and only women are the victims. In fact, sexual harassment and bullying are generally about power and control, and are not limited by gender.

Anyone can commit sexual harassment, and anyone can be a victim. Same-sex harassment and discrimination based on an individual's sex, gender identity, or sexual orientation is common. In the U.S., 26% of transgender people have lost jobs due to discrimination, and 50% of them were harassed at work.



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Culture and Reporting:

Many employees witness harassment but don't say or do anything.

While cultural differences can be a factor in how people interpret workplace situations, generally speaking, if a person feels that they are being sexually harassed, that is sufficient cause to report an incident.

Both victims and bystanders have the right to speak up against sexual harassment or discrimination that they see occurring. Anyone who raises a concern in good faith is protected against retaliation based on their report.



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The New Normal?

Later on her first day, Shikha has lunch with Michelle, who informs her that Dan has a reputation for asking female colleagues to take notes. Shikha tells Michelle that Dan also winked at her. Michelle gasps in surprise.



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An Awesome Idea?

A week later, Shikha suggests a novel idea in her one-on-one meeting with Dan. While discussing the idea, Dan places his hand on hers.

Explore each item.



The image shows a man and a woman sitting at a table in a meeting. The woman is on the left, and the man is on the right. They are both looking at each other. There are four thought bubbles above them, numbered 1 through 4, each containing a magnifying glass icon. There are also two speech bubbles: one from the woman on the left and one from the man on the right.

3) SHIKHA: Did my boss just put his hand on mine?!

1) SHIKHA: I think this approach I am suggesting will help us achieve a higher rate of adoption and improved subscription revenue. What are your thoughts?

2) DAN: Well, I'm not sure. I mean, you're new to this sector. We hired you because you're bright, but I suggest you do a little more research before we discuss it with the team.

4) DAN: She's got a lot to learn. I can help.

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Question

Shikha felt very uncomfortable when Dan put his hand on hers.

What should she think?

Select your choice, then select "SUBMIT"

It's too soon to tell. This is a new job and office culture—maybe he's just trying to reassure her.

It's possible that Dan placing his hand on Shikha's may constitute sexual harassment.

Maybe Dan isn't aware of his behavior, and this is just innocent conduct.

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That is Correct!

Dan has now twice made gestures that have made Shikha uncomfortable.

What matters is how Dan's actions would be perceived by a reasonable person in Shikha's position. Most people would find his actions unwelcome and upsetting.

Question

Shikha felt very uncomfortable when Dan put his hand on hers.

What should she think?

Select your choice, then select "SUBMIT"

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The Brainstorming Meeting

A few hours later, Dan is leading an online team meeting. He once again asks Shikha to take notes, even though Mike, another colleague, offers to be the notetaker this time. Dan presents her idea as his own.

Explore each item.



Dan

"So, first off, I've got this great idea that will help us achieve a higher rate of adoption and improved subscription revenue. What do you think?"



Mike

"Um, Dan, Shikha told me about this idea—her idea—the other day. I think it's great, but it's not yours. And what's the deal with asking Shikha to take notes all the time? We should all be sharing that task."



Shikha

"Um, yeah, you're right, Mike."

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Déjà Vu

SHIKHA: I had just pitched my idea to Dan, and he turned around and presented it as his own. I don't get it.

MICHELLE: You're kidding me. He did the same thing with Julie.

SHIKHA: Who's Julie?

MICHELLE: Well, maybe I shouldn't tell you this, but she left two months ago after she said she'd had enough. You replaced her. She said he always made her take the meeting notes and would steal her best ideas. I also heard she thought he was hitting on her.

SHIKHA: Hmm.



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What Do You Think Now?

At this point in the story, what do you think about Dan and Shikha's interactions based on the additional information you've learned?

Select your opinion on each statement, then select "SUBMIT."

	Not Likely	Somewhat Likely	Very Likely
Dan asking Shikha to take notes was sexist and a form of discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dan's winking and touching Shikha's hand is sexual harassment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shikha is overreacting to Dan's behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

What Do You Think Now?

At this point in the story, what do you think about Dan and Shikha's interactions based on the additional information you've learned?

Feedback

Dan asking Shikha to take notes was sexist and a form of discrimination.

Dan has continued to ask Shikha to take notes, even when another male team member has volunteered. This context, coupled with his other behaviors and history, increases the likelihood that this was at least discriminatory and likely sexual harassment.

Dan's winking and touching Shikha's hand is sexual harassment.

It is very likely that Dan's winking and touching Shikha's hand is sexual harassment.

In the U.S., the legal standard for sexual harassment is determined by both how Shikha and a "reasonable person" in Shikha's position would interpret the message. Elsewhere in the world, the question of whether Dan infringed on

Shikha's dignity might be taken into account. Dan's behaviors seem to meet the criteria.

Shikha is overreacting to Dan's behavior.

Based on what we know at this point, Shikha's concern seems justified, especially given the pattern of inappropriate behavior.

While a single incident of inappropriate sexual behavior may be enough to rise to the level of sexual harassment, many harassing behaviors are subtle.

However, Shikha has the right to report a concern even if she's not completely certain the situation qualifies as harassment. She will be protected from retaliation.

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Question

Now that Shikha knows Dan has done this before, she's concerned it's a pattern that is unlikely to stop. She's starting to feel stressed and demotivated at work and she's missing deadlines.

What could Shikha do?

Select all that apply, then select "SUBMIT".

- Ignore it and hope things change. She just moved for her dream job and she doesn't want to get her boss mad at her.
- If Shikha feels comfortable, she could talk to Dan about these things and hope he changes his behavior.
- She could report her concerns to Human Resources.
- She could report her concerns to another supervisor she is comfortable with.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

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If Shikha feels comfortable, she could talk to Dan about these things and hope he changes his behavior.



She could report her concerns to Human Resources.



She could report her concerns to another supervisor she is comfortable with.



That is Correct!

If Shikha feels comfortable doing so, she can talk to Dan. However, she is not required to confront him. She can report her concerns to another supervisor or directly to Human Resources or appropriate company representatives.

The company is obligated to investigate the complaint, maintain confidentiality to the extent possible, and may not retaliate against the employee or reporter.

In the U.S., you can file claims with state employment regulators or the federal Equal Employment Opportunity Commission (EEOC). Outside of the U.S., many countries have established agencies to accept and investigate sexual harassment complaints.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Impact on Victims

Victims of sexual harassment, discrimination, and bullying can experience a multitude of negative physical, psychological, and professional effects.

Explore each item.



Physical Effects



Psychological Effects



Professional Effects



Consequences for the Company

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Physical Effects



Being treated badly causes stress, and stress damages the body. Victims may suffer:

- sleep problems and fatigue
- headache
- muscle tension or pain

Psychological Effects



Typically, victims may feel anger and resentment toward their harasser. They may question and doubt themselves, wondering if they are encouraging the harasser in some way. Targets of harassment may experience anxiety and depression and, in some cases, fear physical violence from the aggressor.

Professional Effects



Victims may feel trapped due to sexual harassment, especially if the perpetrator is their supervisor or another superior. This severely impacts the victim's:

- desire to come to work
- motivation, enthusiasm, and productivity
- level of confidence and success
- trust in the company and their coworkers

Consequences for the Company



Sexual harassment, discrimination, and bullying may poison the work environment, affecting multiple employees and reducing productivity. Valuable employees may call in sick or quit.

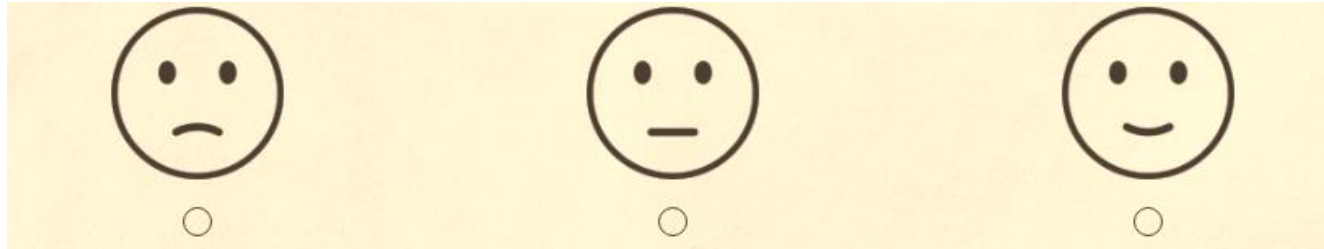
Business relationships may be also be damaged, and the company may face financial consequences and reputational damage.

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What Would You Do?

If you were in Shikha's place, would you confront Dan?

Select your choice, then select "SUBMIT".



I wouldn't feel comfortable confronting him.

I'm not sure.

Absolutely, I would try to resolve my concerns directly with him.

Thanks for your answer. Continue to find out what happened next.

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Company Policy Against Harassment

Our company policy complies with all applicable federal, state, and global laws against harassment.

As we now work increasingly digitally, globally, and multiculturally, our policy also considers global laws prohibiting harassment and bullying. Our policy does not tolerate harassment of any kind, and requires all incidents of harassment to be reported and investigated.

We are committed to upholding this policy in whatever countries we are working, not only because it's frequently required by the law, but also because it is good for our business and for all of our employees.



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Global Laws on Sexual Harassment

In recent years, the #MeToo social media movement against sexual harassment and sexual assault has spread around much of the world and resulted in new and amended workplace sexual harassment legislation in many countries. Laws addressing sexual harassment are included in anti-discrimination, equality, and equal opportunity laws; criminal codes; labor codes; health and safety legislation; and laws on psychosocial risks. Many countries regard sexual harassment as sex discrimination.

The culture of a country influences such things as its definition of sexual harassment, its response, awareness, and acknowledgement of it, the reaction of the employer and employee, and the legislative response.

The word "dignity" is included in the definition of sexual harassment in over a dozen EU country laws. Sexual harassment is also seen as a dignity violation in places around the world such as the Philippines, Taiwan, Vietnam, Chile, and Colombia. In some countries, bullying is addressed in the same laws as sexual harassment.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Additionally, the United Nations and regional treaty systems recognize sexual harassment as a form of discrimination and violence against women, and for the first time in 2019 an international legal standard that addresses violence and harassment in the workplace was adopted by the International Labour Organization Convention 190.

However, sexual harassment remains unacknowledged and unaddressed in numerous countries. Research has shown that more than one-third of the world's countries do not have any laws prohibiting sexual harassment at work.

It is essential to consult with our company's local resources to understand your rights and the laws governing sexual harassment and discrimination. Above all, our company desires that all employees work in an environment that encourages dignity for all.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Shikha's Decision

Shikha decides to try to talk to Dan about how she feels. She wants to contribute more and have her ideas taken seriously—not taken away.

She knocks on Dan's open door.



You've Got to Learn the Ropes

DAN: Oh, hey, Shikha. What's up?

SHIKHA: If you have a minute, I needed to talk to you about something.

DAN: Er, yeah, sit down. I only have a minute, though.

SHIKHA: Dan, the other day in the meeting I felt a little bad when you asked me to take notes when Michael offered.

DAN: Oh that, yeah.

SHIKHA: It's a small thing, but it kind of bothered me. And then, you presented my idea as if it were yours.

DAN: Well, you know you're brand new. I'm just trying to protect you. Those guys can be piranhas... *[He leans in and puts a hand on hers, looking into her eyes.]*

SHIKHA: I can handle myself. *[She pulls her hand away, looking distressed.]*

DAN: Look, this is a new industry for you. We made a big exception to bring you on board. You've got to learn the ropes.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

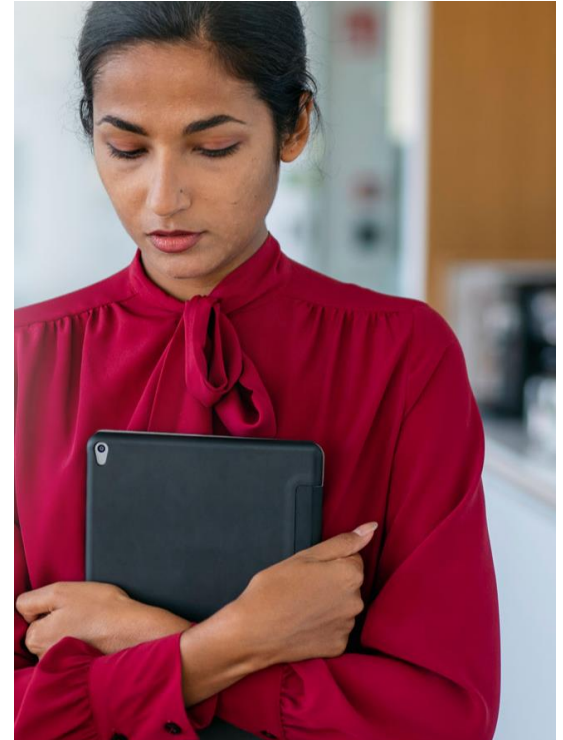
Question

Shikha attempted to speak with Dan about her concerns. He brushed her concerns aside.

What are potential good options for Shikha?

Select all that apply, then select "SUBMIT".

- She could go to another supervisor, Human Resources, or another appropriate company resource, and share her experiences.
- She could try to shake off her experiences with Dan and be more confident—that will keep his behavior in check
- She could call the company's anonymous hotline and report her experiences and concerns.
- She could start looking for another job as this job is clearly not a good fit for her.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

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That is Correct!



Shikha can speak in person with another manager, Human Resources, or another designated resource, or call the anonymous hotline. She is protected by law and company policy.

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Resources for Victims of Harassment and Discrimination

No employee should tolerate sexually offensive, suggestive, or intimidating behavior, or any other type of discrimination while working for our company. If you experience or witness harassment, you are encouraged to report it.

There are many reporting options available.

Explore each item.



A supervisor:

You can file a complaint with your supervisor or any other supervisor.



The Human Resources department:

You can file a complaint with the Human Resources department or another appropriate company resource.

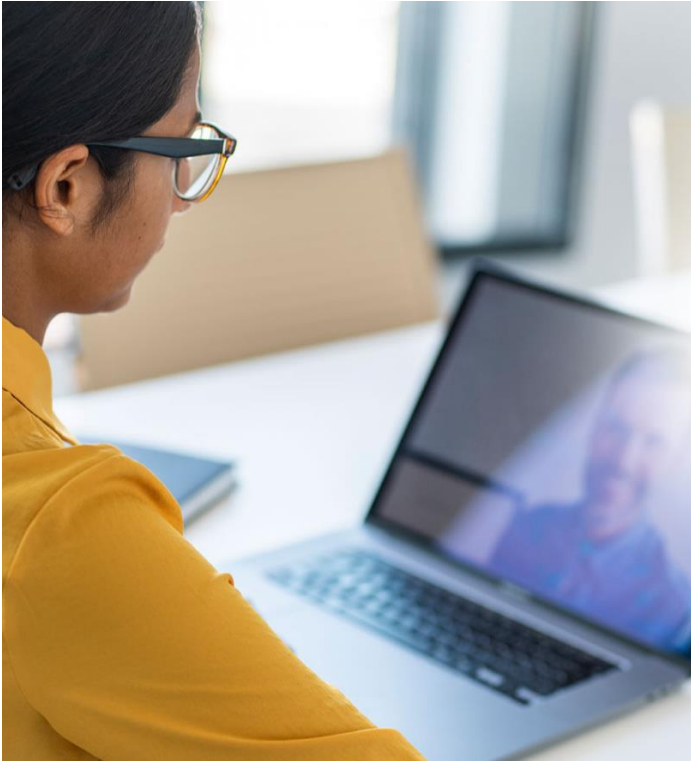
All supervisors and Human Resources or appropriate company representatives are required to take appropriate action about your complaint right away.



State employment regulators or Equal Employment Opportunity Commission (EEOC):

You can file claims with state employment regulators or the federal Equal Employment Opportunity Commission (EEOC) in the U.S. Outside of the U.S., many countries have established agencies to accept and investigate sexual harassment complaints.

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Enough is Enough

Shikha decides she's had enough. She continues to have difficulty concentrating and getting her work done. Dan is dismissive of her concerns and continues to diminish her contributions in meetings.

Shikha is now concerned that speaking to Dan was a mistake and that he wants her fired. This is really frustrating to her because she was recruited for this position and knows she can do the job. She decides to meet with another manager—Niko—that she has become friendly with. Niko is sympathetic, but Dan is a friend of his.

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Initiating a Complaint

Shikha contacts Niko and he sets up a conference call to discuss her concerns.

NIKO: I'm sure you're imagining things. I know we work hard and play hard here, so I bet he's just being Dan and you haven't gotten used to him yet. You know, you need a thick skin to get along here. I bet if you just talked to him about it, he'll change.

SHIKHA: Yeah, well, that's the thing—I did a few weeks ago.

NIKO: And...?

SHIKHA: Well, he basically brushed me off, and told me I needed to learn the ropes. I know a lot of this is new to me, but I think I have a lot to offer and it's been difficult to get through to him. Now, since I spoke to him, I think he's out to get me or something. I mean, he ignores me in meetings, and has stopped our one-on-one meetings. He's my boss. I need to be able to work with him, but if I can't have a good dialogue with him, then that's a problem. And, what's more, he's done some uncomfortable things, like winking at me and placing his hand on mine... I'm just a little freaked out.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Question

Shikha shared her concerns with Niko.

What should he do next?

Select your choice, then select "SUBMIT".

- Niko should tell Shikha that she needs to have a little more perspective. She's probably overreacting.
- Niko should listen carefully to Shikha and commend her for her courage in coming forward. He should document what she shared and assure her that it will be handled promptly and appropriately.
- Niko should call Dan into his office to hear his side of the story. It's best to defuse this right away before it gets worse.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

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Shikha shared her concerns with Niko.

What should he do next?

Select your choice, then select "SUBMIT".

- Niko should tell Shikha that she needs to have a little more perspective. She's probably overreacting.
- Niko should listen carefully to Shikha and commend her for her courage in coming forward. He should document what she shared and assure her that it will be handled promptly and appropriately.
- Niko should call Dan into his office to hear his side of the story. It's best to defuse this right away before it gets worse.



That is Correct!

Shikha reported an incident of sexual harassment to a supervisor. Niko should realize that it takes a lot of courage to report a coworker, and he should treat Shikha with respect and empathy.

As a supervisor, his responsibility is to document the details of Shikha's complaint and assure her that it will be handled promptly and appropriately.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE



You Are a Company Leader

Our company is committed to ending all forms of harassment and discrimination in the workplace. These negative behaviors interfere with conducting business in a productive and professional manner and are prohibited by both our company policy and the law. As a leader in our company, you have certain obligations.

Our company expects all employees to treat each other with respect. Managers and supervisors have an additional responsibility to promote a respectful company culture and encourage appropriate professional conduct.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Question

Niko documents Shikha's complaint and brings it to Human Resources. While it's unfortunate that no one brought a complaint about Dan's behavior to Human Resources earlier, it's never too late to file a complaint.

What should happen next?

Select all that apply, then select "SUBMIT".

- Human Resources should conduct a confidential investigation to understand what happened.
- Human Resources should caution all participants that during the course of the investigation, they should not disclose any confidential information relating to the investigation.
- Human Resources should caution everyone involved in the investigation, including Dan, that retaliation of any kind is illegal.
- Human Resources should contact Dan to alert him that Shikha has filed a complaint about him, so that he can resolve the situation with her on his own.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

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That is Correct!

Human Resources is obligated to investigate Shikha's claims, and to alert all participants that during the course of the investigation they must not disclose any confidential information relating to the investigation. Further, they should inform all participants that retaliation against anyone because they have filed a complaint or participated in an investigation, is prohibited.

It is not okay to leave it to Dan to resolve the issue on his own, and—in fact—it's illegal.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Strategies for Preventing Harassment

Preventing sexual harassment and discrimination is always better than trying to remedy problems after they've occurred. Our goal is to build a culture of respect, in which harassment and discrimination simply do not arise. We rely on you to use these strategies to support a culture without harassment.

Explore each item.

Know Our Company's Policy



Make sure that team members are familiar with our company's workplace respect and anti-harassment policies.

Take All Reports Seriously



Take all reports of harassment or discrimination seriously and respond immediately.

Address Disrespectful Behavior



Work with appropriate company resources to address disrespectful behavior.

Lead by Example



Practice respectful behavior and do all you can to avoid being the source of a complaint.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Be Sure to Take Action

As a supervisor, it is your responsibility to know the company's policies on sexual harassment, workplace respect, and other forms of discrimination and to help the company prevent sexual harassment and discrimination in the workplace.

Be sure to take all reports of sexual harassment seriously and report them according to company policies.

Ignoring sexual harassment is never acceptable. If you know, or have reason to know, that an employee is being sexually harassed and you do nothing, both you and the company can be held liable.

Violating our company's anti-harassment policy has consequences that could include disciplinary action from a written reprimand, to removal of managerial authority or duties, to suspension or termination.

If anyone engages in inappropriate conduct, be sure to report it. Even a suspicion that an employee is being harassed in the workplace is sufficient reason for you to alert Human Resources or another appropriate company resource.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Handle Complaints Appropriately

Take the appropriate steps when a harassment or discrimination complaint is reported to you.

Explore each item.

Listen with respect:

As a supervisor, you are responsible for listening to any claim of harassment that an employee reports to you. Be sure to do so with respect for the employee and without judgment about the situation.

Remember, any employee may come to you with a complaint of harassment. Whether this person reports directly to you or not, you must give the matter your full attention.



Follow company procedures:

When taking a complaint of harassment or discrimination, follow these guidelines:

- Keep accurate records of your conversations with the employee.
- Ensure that confidentiality is maintained to the extent possible.
- Forward the complaint to Human Resources, or to another appropriate company resource.
- Never attempt to conduct an investigation yourself.

Work closely with appropriate company resources to address disrespectful behavior.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Ensure there is no retaliation:

Make sure that those with complaints are treated fairly—and that no retaliation is directed toward the reporting employee.

Remember, U.S. federal and state laws, and our company policy, as well as laws of most countries outside of the U.S., protect employees from retaliation when they report conduct that they believe, in good faith, to be harassment or discrimination.



Be proactive:

Ignoring potential harassment or discrimination is not acceptable. Even the suspicion that an employee is being harassed in the workplace is sufficient reason for you to look into the matter.

In cases where a supervisor knows—or has reason to know—that an employee is being harassed but does nothing, both the company and supervisor can be held liable.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

How Does Shikha's Story End?

Niko filed a report with Human Resources based on what Shikha told him. Human Resources investigated Shikha's complaint and found that the allegations were supported.

The company took action to address Dan's behavior and Shikha is loving her dream job now. She is so glad she spoke up, even though it was difficult.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Key Takeaways

Our company is committed to a respectful workplace, and achieving it is everyone's responsibility.

When all employees feel valued and empowered, we are all able to contribute to the best of our abilities and achieve our collective goals.

Explore each item.



DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE

Employee Behavior:

As an employee, you are expected to refrain from any harassing or discriminatory behavior. That's why it's so important for you to treat other employees, our customers, and business partners with dignity and consideration.

Impacts of Harassment in the Workplace:

Harassment in the workplace can have a significant impact not only on those directly involved, but on coworkers and the company as well. It has been shown that those witnessing bullying can even have a greater urge to quit than the person bullied.

Harassment is Not Tolerated:

Our company does not tolerate any kind of harassment, including sexual harassment, bullying, or discrimination, whether by an employee or a third party, or whether it happens at work or outside of work.

If you do something that a reasonable person would consider severe or pervasive enough to create a hostile environment or interfere with the target's ability to do their job, your conduct could be considered harassment.



Reporting Harassment:

If you ever experience or witness any type of harassment or discrimination, you are highly encouraged to report it. Doing so allows us to create a better work environment.

DIGNITY AND RESPECT IN THE GLOBAL WORKPLACE



Lead by Example

In guiding your employees on how to create a respectful work environment, start by examining your own behavior. Make sure that you are not the source of a harassment complaint.

Then every day, lead by example. Use your position to model appropriate workplace conduct to your employees and coworkers. Demonstrate that you are available for employees to speak with if they are concerned about harassment or discrimination.

Always remember that you play a critical role in identifying, addressing, and even preventing harassment from occurring in our workplace.

Through your efforts, and the efforts of all employees, our company can create an environment that is respectful for everyone, and therefore productive for our business.

The background is an abstract composition of various shades of green, ranging from dark forest green to bright lime green. It features a complex pattern of overlapping, semi-transparent geometric shapes, primarily triangles and polygons, which create a sense of depth and movement. The overall effect is a modern, digital aesthetic.

CBRE

THANK YOU

PLEASE PROCEED TO TAKE THE KNOWLEDGE CHECK

KNOWLEDGE TEST - SHOW WHAT YOU KNOW

Please scan the QR Code to complete the Knowledge Test and receive your credit for completing the 2021 Compliance eLearning on the Dignity and Respect in the Global Workplace.



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